Competitiveness,
Training and Trade

Compétitivité, Formation
professionnelle et Commerce

Annual Report 2007-2008

Rapport annuel 2007-2008

Manitoba

MINISTER OF COMPETITIVENESS, TRAINING AND TRADE

Winnipeg, Manitoba, CANADA
R3C 0V8

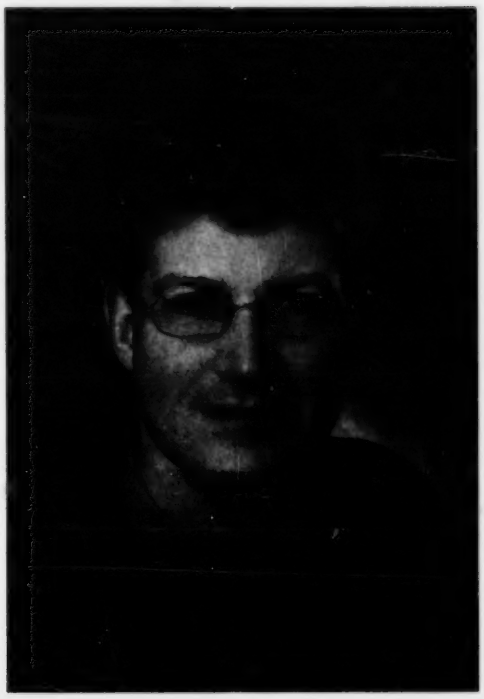
His Honour the Honourable John Harvard, P.C., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba
R3C 0V8

May it Please Your Honour:

I am pleased to present the Annual Report for the Department of Competitiveness, Training and Trade for the fiscal year ending March 31, 2008.

Respectfully submitted,

Andrew Swan
Minister



MINISTER OF COMPETITIVENESS, TRAINING AND TRADE

Winnipeg, Manitoba, CANADA
R3C 0V8

Son Honneur l'honorable John Harvard, C.P., O.M.
Lieutenant-gouverneur du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

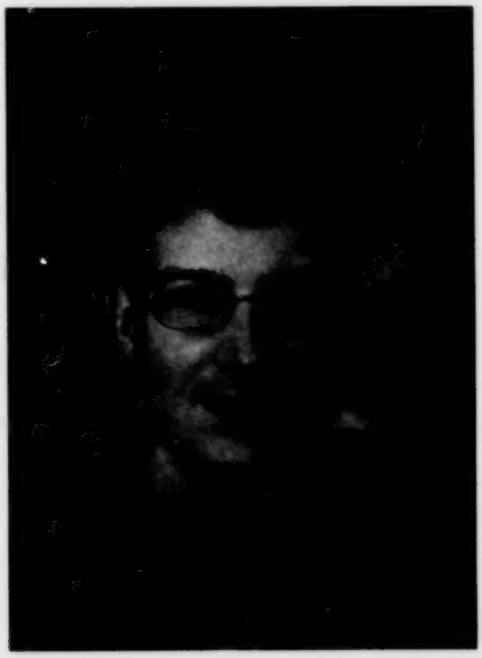
Monsieur le Lieutenant gouverneur,

J'ai le plaisir de présenter à Votre Honneur le rapport annuel du ministère de Compétitivité, Formation professionnelle et Commerce pour l'exercice se terminant le 31 mars 2008.

Je vous prie d'agréer, Monsieur le Lieutenant-gouverneur, l'expression de mon profond respect.

Le ministre,

Andrew Swan



Manitoba

Competitiveness, Training and Trade

Deputy Minister
Legislative Building, Winnipeg, MB, R3C 0V8
www.gov.mb.ca

Honourable Andrew Swan
Minister of Competitiveness, Training and Trade
Room 358, Legislative Building
Winnipeg, Manitoba

Dear Minister:

We have the honour of presenting the Annual Report for the Department of Competitiveness, Training and Trade for the period April 1, 2007 to March 31, 2008.

The activities and efforts undertaken by the department with our industry partners support our vision of Manitoba obtaining an internationally competitive economy, with the best quality of life in the world. Working towards Manitoba's vision, we are pleased to profile a few outcomes achieved in 2007/08:

- The Department successfully concluded negotiation of a new $110 million Canada-Manitoba Labour Market Agreement to help Manitoba workers improve their skills and prepare them for the jobs of the future.

- The Department developed and launched a new Manitoba Investment Portal (www.investinmanitoba.ca).

- The Department supported the establishment of the Manitoba Manufacturing Council and the implementation of the Manufacturing Sector Economic Development Plan, which were created by industry and other stakeholders to address the mounting competitive pressures that are challenging manufacturers in Manitoba.

- The Department began implementing the 23 recommendations of the Apprenticeship Futures Commission concerning the strategic direction of apprenticeship training and certification system.

- Manitoba's 2007 total exports increased by 13.7% over the previous year, 3rd best in Canada. In 2007/08, 164 companies were reported as first time exporters or diversifying to new markets.

The department will continue to undertake initiatives and strategic planning that will contribute to the success of Manitoba business expansion, job growth and investment.

Respectfully submitted,

Hugh Eliasson
Deputy Minister of
Competitiveness and Training

Respectfully submitted,

Diane Gray
Deputy Minister of
Federal-Provincial, International Relations
and Trade

Manitoba

Compétitivité, Formation professionnelle et Commerce

Sous-ministre
Palais législatif, Winnipeg (Manitoba) R3C 0V8
www.gov.mb.ca

Monsieur Andrew Swan
Ministre de la Compétitivité, de la Formation professionnelle et du Commerce
Palais législatif, bureau 358
Winnipeg (Manitoba)

Monsieur le ministre,

Nous avons l'honneur de vous présenter le rapport annuel du ministère de la Compétitivité, de la Formation professionnelle et du Commerce pour la période du 1er avril 2007 au 31 mars 2008.

Les activités et les efforts du ministère, en collaboration avec nos partenaires du secteur, viennent appuyer notre vision pour le Manitoba, à savoir une économie concurrentielle à l'échelle internationale et assortie de la meilleure qualité de vie au monde. Permettez-nous de vous présenter un bref aperçu de quelques-unes des réalisations du ministère qui, au cours de l'exercice 2007-2008, ont contribué à notre vision pour le Manitoba :

- Le ministère a négocié avec succès une nouvelle entente Canada-Manitoba de 110 millions de dollars sur le marché du travail afin d'aider les travailleurs du Manitoba à améliorer leurs compétences et à se préparer au marché du travail de demain.

- Le ministère a créé et lancé un nouveau portail Web sur l'investissement au Manitoba (www.investinmanitoba.ca).

- Le ministère a appuyé la création du Conseil du secteur manufacturier du Manitoba et la mise en œuvre du Plan de développement économique du secteur manufacturier du Manitoba qui ont été créés par l'industrie et d'autres parties prenantes afin de trouver des solutions à la pression concurrentielle toujours plus grande à laquelle fait face ce secteur dans la province.

Le ministère a commencé à mettre en œuvre les 23 recommandations de la Commission sur l'avenir de l'apprentissage concernant l'orientation stratégique du système de formation en apprentissage et de reconnaissance professionnelle.

En 2007, les exportations totales du Manitoba ont augmenté de 13,7 % par rapport à l'année précédente, ce qui place la province au 3e rand au Canada. En 2007-2008, 164 entreprises se sont classées parmi les entreprises exportant pour la première fois ou ayant diversifié leur production afin de toucher de nouveaux marchés.

Le ministère continuera de lancer des initiatives et de procéder à une planification stratégique de manière à contribuer au succès du développement des entreprises, de la croissance de l'emploi et des

investissements au Manitoba.

C'est avec respect, Monsieur le ministre, que nous vous soumettons le présent document.

Le sous-ministre de la Compétitivité et de la Formation professionnelle,

Hugh Eliasson

La sous-ministre déléguée au Commerce et aux Relations fédérales-provinciales et internationales,

Diane Gray

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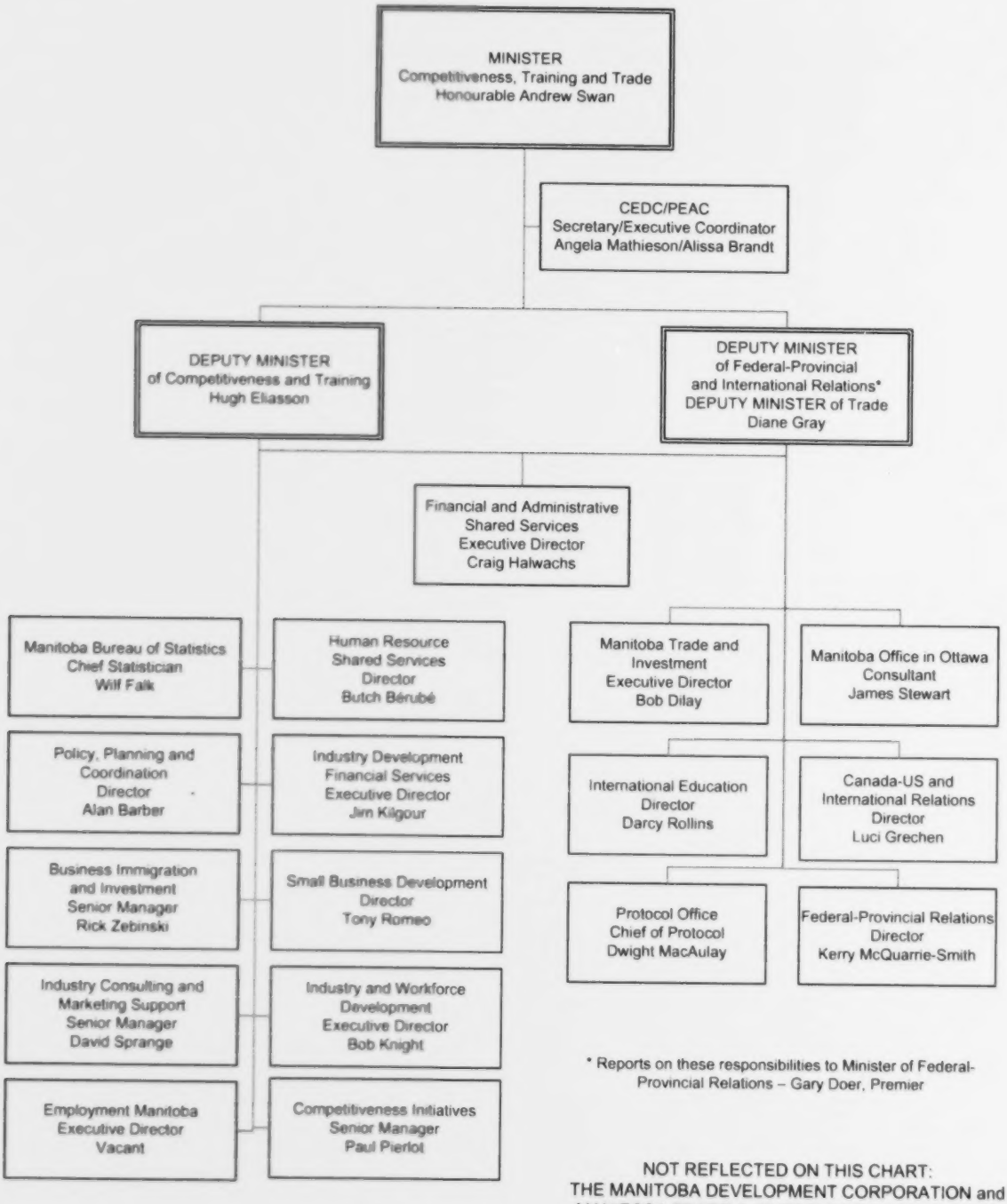
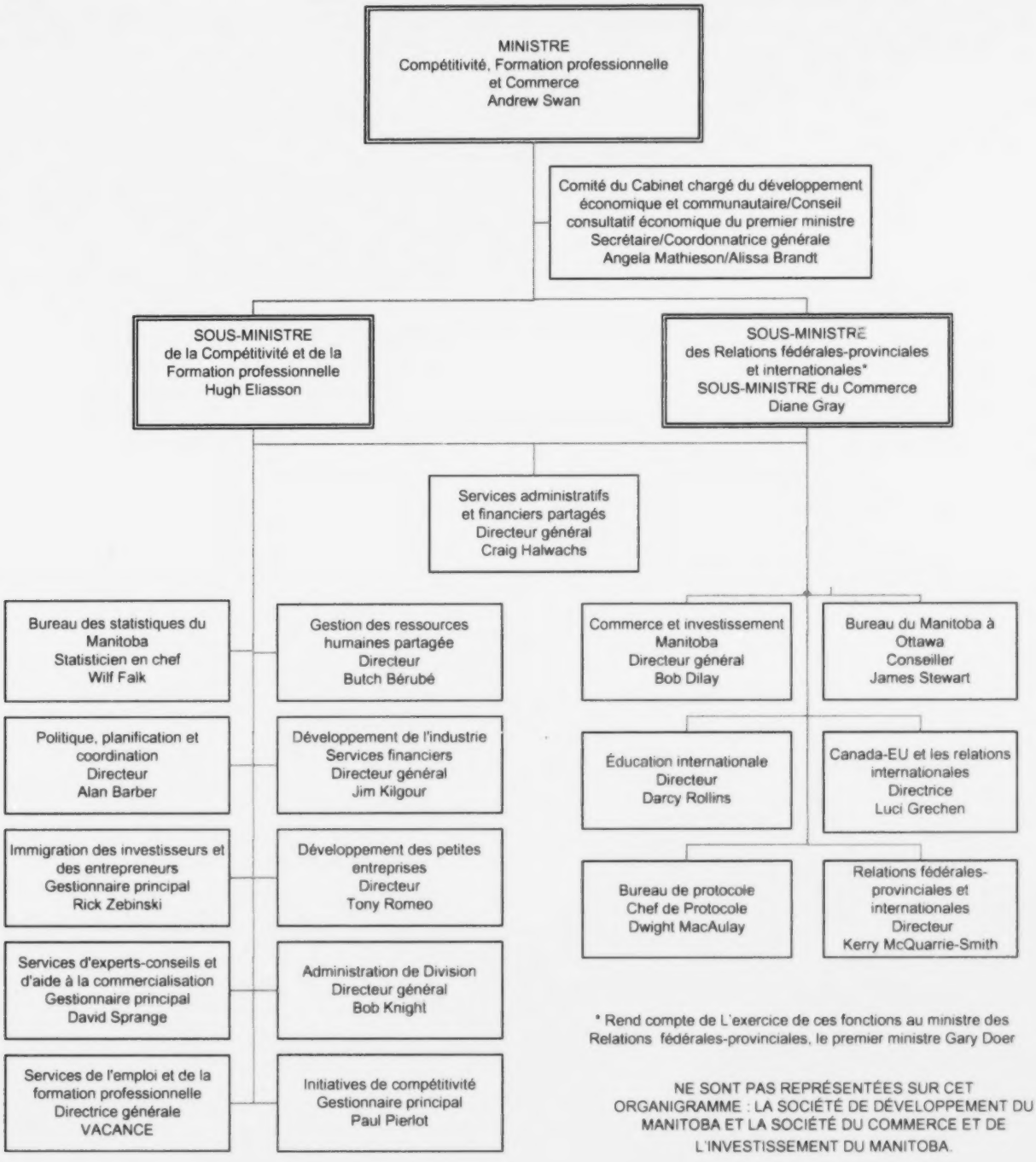
COMPETITIVENESS, TRAINING AND TRADE
ORGANIZATION CHART
As at March 31, 2008



* Reports on these responsibilities to Minister of Federal-Provincial Relations – Gary Doer, Premier

NOT REFLECTED ON THIS CHART:
THE MANITOBA DEVELOPMENT CORPORATION and
MANITOBA TRADE & INVESTMENT CORPORATION

COMPÉTITIVITÉ, FORMATION PROFESSIONNELLE ET COMMERCE
ORGANIGRAMME
AU 31 MARS 2008



* Rend compte de L'exercice de ces fonctions au ministre des Relations fédérales-provinciales, le premier ministre Gary Doer

NE SONT PAS REPRÉSENTÉES SUR CET ORGANIGRAMME : LA SOCIÉTÉ DE DÉVELOPPEMENT DU MANITOBA ET LA SOCIÉTÉ DU COMMERCE ET DE L'INVESTISSEMENT DU MANITOBA.

PREFACE

REPORT STRUCTURE

The Annual Report is organized in accordance with the department's appropriation structure as at April 2007 and in the Main Estimates of Expenditure for the Province. The Report includes financial performance and variance information at the main and sub-appropriation levels and information relating to the department's objectives and results at the sub-appropriation level. The Report also includes information about associated agencies, business assistance, revenue and expenditures, a five-year comparison of expenditures and a staffing analysis.

STATUTORY RESPONSIBILITIES

The Minister of Competitiveness, Training and Trade is responsible for the following:

The Apprenticeship and Trades Qualifications Act	A 110
The Convention Centre Corporation Act (S.M. 1988-89, c. 39)	-
The Crocus Investment Fund Act (except section 11)	C 308
The Design Institute Act	D 40
The Education Administration Act (clause 3(1)(h), as it relates to training)	E 10
The Electronic Commerce and Information Act (except Part 5)	E 55
The Income Tax Act (sections 7.5 to 7.10)	I 10
The Labour-Sponsored Venture Capital Corporations Act [Part 2, and sections 16 to 18 as they relate to Part 2]	L 12
The Department of Labour and Immigration Act [as it applies to certain training programs]	L 20
The Liquor Control Act *	L 160
The Manitoba Lotteries Corporation Act *	L 210
The Private Vocational Institutions Act	P 137
The Statistics Act	S 205
The Manitoba Trade and Investment Corporation Act	T 125

*As per Schedule "R", Order-In-Council 44/2008

SUSTAINABLE DEVELOPMENT

The department is committed to the Principles and Guidelines set out in The Sustainable Development Act and works to have them incorporated into departmental activities, programs and business practices. Sustainable development initiatives undertaken within the operation of the department's programs are: minimizing waste through the efficient use of office supplies and recycling; increased utiliation of the internet to communicate and disseminate information to our internal and external clients; delivery of a variety of workshops, seminars, business counselling sessions and research assistance suitable for use by businesses involved with the production/delivery of environmenetal products and services; and participation on various sustainable development committees and working groups such as the Code of Practice; Financial Management and Sustainablity Reporting teams.

The Principles and Guidelines of Sustainable Development are:

1. Integration of Environmental and Economic Decisions
2. Stewardship
3. Shared Responsibility and Understanding
4. Prevention
5. Conservation and Enhancement
6. Global Responsibility
7. Efficient uses of Resources
8. Public Participation
9. Access to Information
10. Integrated Decision Making and Planning
11. Waste Minimization and Substitution
12. Research and Innovation.

The Sustainable Development Procurement Goals:

1. Education, Training and Awareness
2. Pollution Prevention and Human Health Protection
3. Reduction of Fossil Fuel Emissions
4. Resource Conservation
5. Community Economic Development

ORGANIZATION

The department's 2007/08 organization structure is illustrated in the Organization Chart, page i. The Vision, Mission, Critical Priorities, roles, responsibilities and staffing are outlined in the following information.

ROLE AND MISSION

The Vision of Competitiveness, Training and Trade is: ***An internationally competitive economy, with the best quality of life in the world.***

The Mission of Manitoba Competitiveness, Training and Trade is to work collaboratively with businesses, people and communities to:

- increase their capacity to succeed;
- enhance the competencies they need to prosper;
- raise their profiles, locally, nationally and internationally;
- foster an environment that supports sustainable economic growth;
- advocate for Manitoba at the International level;
- promote intergovernmental relationships and strategic partnershipis between the private sector and non-government organizations; and
- build the Manitoba economy by strengthening the performance and growth of industry through increased trade.

CRITICAL PRIORITIES

In pursuit of the vision the department has identified the following Critical Priorities:

- productivity and competitiveness;
- international economic opportunities;
- community capacity;
- sustainable resource development (Stewardship).

Productivity and Competitiveness

- *Create an environment in which*:
  - companies have the will, capacity and competencies to continually invest in more efficient and innovative production techniques; and
  - the labour force is willing and able to participate in the opportunities that are provided.

International Economic Opportunities

- *Create an environment in which:*
  - companies understand and embrace the importance of being internationally competitive; and
  - companies have the will, capacity and competencies to do so.

Community Capacity

- identify communities that require support to plan and grow local economic initiatives;
- create an environment in which they have the capacity and competencies to be able to control their own economic goals and success.

Sustainable Resource Development (Stewardship)

- create an environment in which organizations have the will, capacity and competencies to incorporate sustainable development principles into their economic decision making.

Guiding Principles (re: management practices)

Collaboration: with our clients; our partners; other levels of government; and between Manitoba government departments and colleagues.

Proactivity: thinking strategically; planning and taking the right steps to create the environment we seek, planning together, involving the right people from the start.

Responsiveness: assessing the impact of events and changing economic circumstances; acting quickly to coordinate effective responses; and remaining in line with our Vision and Mission.

Fiscal Restraint: innovative and effective use of available resources; creative thinking and working together to get best use of resources; and targeting available resources strategically in line with our Vision and Mission

Confidential Cooperative Economic Approach: strategic partnerships with businesses, communities and people; seek to understand clients' needs rather than impose solutions; consider specifically the needs of Aboriginal communities; and decisions/actions that promote inclusivity, equity and sustainable development.

In order to achieve the mission, the department is organized in five divisions:

THE ADMINISTRATION AND FINANCE DIVISION provides support for the operation of the offices of the Minister and Deputy Minister; provides central financial, administrative, human resource and computer support services to the departments of Competitiveness, Training and Trade and Science, Technology, Energy and Mines; provides policy support in trade and economic development to the department and across government; co-ordinates and supports departmental strategic and business planning and knowledge management initiatives; and co-ordinates the economic and labour force statistical system to adapt to the changing policy and program requirements of the Manitoba government and Crown agencies.

THE BUSINESS SERVICES DIVISION provides or facilitates businesses' access to capital to spur the establishment and expansion of enterprises to improve the economic status of Manitoba; provides sector expertise to businesses in the areas of marketing, technology business development and management; provides department-wide marketing support and development of promotional products; co-ordinates and delivers a range of services for the enhancement and growth of Manitoba's entrepreneurial and small business community; and increases inward investment to attract businesses and business people to Manitoba through general promotion, business or company recruitment, and entrepreneur recruitment. Provides leadership and coordination for improving government service delivery to businesses, the Manitoba Manufacturing Sector Economic Development Plan and other initiatives that aim to advance the productivity and competitiveness of business in Manitoba.

THE TRAINING AND CONTINUING EDUCATION DIVISION delivers programs to create opportunities and to develop a skilled and adaptable workforce that supports the Province's social and economic goals. TCE is committed to: ensuring the accessibility and delivery of skills development opportunities to all Manitobans that are responsive to and aligned with the labour market; assisting Manitobans to find and sustain employment; working with business and industry to build the human resource capacity to be productive and competitive; providing programs and services that facilitate smooth transition and advancement opportunities; developing a workforce that is representative of the population; and working in partnership with other government departments, our stakeholders, and our clients.

COMMUNITY AND ECONOMIC DEVELOPMENT provides analytical expertise and administrative support to the Community Economic Development Committee of Cabinet; co-ordinates all major government initiatives relating to community and economic development in the province; provides advice and support in the on-going development of Manitoba's economic strategy including identifying priorities, solicits community input and assists in formulating policy and recommendations.

THE TRADE AND FEDERAL-PROVINCIAL AND INTERNATIONAL RELATIONS DIVISION is the branches of: Federal-Provincial Relations, Canada-U.S. and International Relations, International Education, Protocol, Manitoba Trade and Investment and Manitoba's Ottawa Office. In addition, the policy coordination unit of Competitiveness, Training and Trade provides lead support on internal trade and trade policy matters. The core business of the Federal-Provincial and International Relations and Trade Division is relationship-building, in particular, strengthening strategic relationships with respect to intergovernmental, international and trade and investment activities with: federal/provincial/territorial governments in Canada; governments in the United States and other international jurisdictions; educational institutions in Manitoba and internationally; the diplomatic community in Canada and abroad; and the business community in Manitoba and external markets.

AVANT-PROPOS

STRUCTURE DU RAPPORT

La présentation du rapport annuel reflète la structure des crédits du ministère en avril 2007 et celle du Budget des dépenses de la Province. Le rapport contient des renseignements sur les postes principaux et secondaires du budget en ce qui concerne le rendement financier et les écarts par rapport aux prévisions, ainsi que des renseignements sur les postes secondaires en ce qui concerne les objectifs du ministère et les résultats obtenus. Il présente en outre des renseignements sur les organismes associés, le soutien aux entreprises, les recettes et les dépenses, ainsi qu'une récapitulation quinquennale des dépenses et de la dotation en effectif.

RESPONSABILITÉS LÉGISLATIVES

Le ministère de la Compétitivité, de la Formation professionnelle et du Commerce veille à l'application des lois suivantes :

Loi sur l'apprentissage et la qualification professionnelle ..... A 110
Loi sur la Corporation du Centre des congrès (L.M. 1988-89, c. 39) ..... -
Loi sur le Fonds de placement Crocus (exception faite de l'article 11) ..... C 308
Loi sur l'Institut de design ..... D 40
Loi sur l'administration scolaire [alinéa 3(1)h), en ce qui touche la formation professionnelle] ..... E 10
Loi sur le commerce et l'information électroniques (exception faite de la Partie 5) ..... E 55
Loi de l'impôt sur le revenu (articles 7,5 à 7,10) ..... I 10
Loi sur les corporations à capital de risque de travailleurs
(Partie 2, et les articles 16 à 18 en ce qui touche la Partie 2) ..... L 12
Loi sur le ministère du Travail et de l'Immigration
(en ce qui touche certains programmes de formation professionnelle) ..... L 20
*Loi sur la réglementation des alcools** ..... L 160
*Loi sur la Corporation manitobaine des loteries** ..... L 210
Loi sur les établissements d'enseignement professionnel privés ..... P 137
Loi sur les statistiques ..... S 205
Loi sur la Société du commerce et de l'investissement du Manitoba ..... T 125

*Selon l'annexe « R » du décret 44/2008

DÉVELOPPEMENT DURABLE

Le ministère s'est engagé à l'égard des principes et directives établis dans la *Loi sur le développement durable* et s'efforce de les intégrer à ses activités, programmes et pratiques. Les initiatives de développement durable entreprises par le ministère dans le cadre de ses programmes sont les suivantes : réduction des déchets par l'utilisation efficace des fournitures de bureau et le recyclage; recours accru à Internet pour les communications et la diffusion d'information aux clients internes et externes; ateliers, séminaires, séances de consultation et aide à la recherche adaptés aux entreprises engagées dans la production ou la fourniture de produits et de services écologiques; participation à divers comités et groupes de travail liés au développement durable, comme les équipes sur le code de pratique, la gestion financière et les rapports sur la durabilité.

Principes et directives de développement durable :

1. Intégration des décisions économiques et environnementales
2. Supervision de la gestion de l'environnement
3. Responsabilité partagée et compréhension
4. Prévention
5. Conservation et promotion
6. Responsabilité planétaire
7. Utilisation efficace des ressources
8. Participation du public
9. Accès à l'information
10. Planification et prise de décision intégrées
11. Réduction des déchets et substitution
12. Recherche et innovation

Objectifs de développement durable en matière d'approvisionnement :

1. Éducation, formation et sensibilisation
2. Prévention de la pollution et protection de la santé
3. Réduction des émissions des combustibles fossiles
4. Conservation des ressources
5. Développement économique des communautés

ORGANISATION

L'organigramme qui se trouve à la page i reflète la structure organisationnelle du ministère pendant l'exercice 2007-2008. L'information qui suit porte sur la vision, la mission, les priorités critiques, le rôle et les responsabilités du ministère ainsi que sur sa dotation en personnel.

RÔLE ET MISSION

La vision du ministère de l'Industrie, du Développement économique et des Mines est la suivante : ***une économie concurrentielle à l'échelle internationale assortie de la meilleure qualité de vie du monde.***

La mission d'Industrie, Développement économique et Mines est de collaborer avec les entreprises, la population et les collectivités aux fins suivantes :

- accroître leur capacité de réussite;
- rehausser les compétences nécessaires à leur prospérité;
- rehausser leur image à l'échelle locale, nationale et internationale;
- favoriser l'établissement d'un milieu propice à la croissance durable de l'économie.
- défendre la cause du Manitoba sur la scène internationale;
- favoriser les relations intergouvernementales et les partenariats stratégiques entre le secteur privé et les organisations non gouvernementales.
- développer l'économie manitobaine en renforçant la performance et la croissance de l'industrie grâce à une augmentation du commerce.

PRIORITÉS CRITIQUES

Pour mettre sa vision en pratique, le ministère a cerné les priorités critiques suivantes :

- productivité et compétitivité;
- débouchés économiques internationaux;
- capacité collective;
- développement durable des ressources (gouvernance).

Productivité et compétitivité

- *Créer un environnement dans lequel :*
- les entreprises ont la volonté, la capacité et les compétences nécessaires pour investir continuellement dans des techniques de production plus efficaces et novatrices;
- la main-d'œuvre est prête à participer aux débouchés offerts et elle est capable de le faire.

Débouchés économiques internationaux

- *Créer un environnement dans lequel :*
- les entreprises comprennent et acceptent l'importance de la compétitivité internationale;
- les entreprises ont la volonté, la capacité et les compétences nécessaires pour ce faire.

Capacité collective

- Cerner les collectivités qui ont besoin de soutien pour planifier et faire naître des initiatives économiques locales;
- créer un environnement dans lequel elles ont la possibilité et la capacité de maîtriser leurs propres objectifs et succès économiques.

Développement durable des ressources (gouvernance)

- Créer un environnement dans lequel les organismes ont la volonté, la capacité et les compétences nécessaires pour intégrer les principes de développement durable à leur processus de prise de décision économique.

Principes directeurs (i.e. : pratiques de gestion)

Collaboration : avec nos clients, nos partenaires, les autres ordres de gouvernement et entre les ministères et les collègues provinciaux.

Proactivité : pensée stratégique; planification et adoption des mesures nécessaires pour créer l'environnement recherché; planification collective et intégration des bonnes personnes dès le départ.

Réceptivité : évaluation de l'incidence de situations et de conditions économiques changeantes; réaction rapide en vue de coordonner des réponses efficaces; conformité à la vision et à la mission.

Compressions budgétaires : utilisation novatrice et efficace des ressources disponibles; pensée créatrice et collaboration pour l'utilisation optimale des ressources; ciblage stratégique des ressources disponibles conformément à la vision et à la mission.

Approche économique coopérative et confidentielle : partenariats stratégiques avec les entreprises, les collectivités et la population; compréhension des besoins des clients plutôt qu'imposition de solutions; attention particulière aux besoins des collectivités autochtones; décisions ou actions qui favorisent l'inclusion, l'équité et le développement durable.

Pour mener à bien sa mission, le ministère est organisé en cinq divisions :

DIVISION DE L'ADMINISTRATION ET DES FINANCES : offre un appui au bon fonctionnement du bureau du ministre et du bureau du sous-ministre. Elle fournit des services centralisés de gestion financière et administrative, de gestion des ressources humaines et de soutien informatique au ministère de la Compétitivité, de la Formation professionnelle et du Commerce ainsi qu'au ministère des Sciences, de la Technologie, de l'Énergie et des Mines. La Division fournit également un soutien stratégique au ministère et à l'ensemble du gouvernement dans les domaines du commerce et du développement économique. Elle coordonne et soutient les initiatives de planification stratégique et commerciale du ministère ainsi que ses initiatives de gestion du savoir. Elle coordonne les statistiques dans les secteurs de l'économie et de la main-d'œuvre afin de permettre l'adaptation aux nouvelles directives et aux nouveaux programmes du gouvernement et des organismes d'État du Manitoba.

DIVISION DU SERVICE D'AIDE À L'ENTREPRISE : offre un soutien financier aux entreprises ou leur facilite l'accès aux capitaux de création ou d'expansion des entreprises, dans le but d'améliorer la situation économique du Manitoba; offre une expertise aux entreprises dans les domaines de la commercialisation, de la technologie et du développement et de la gestion des entreprises; offre au ministère un soutien à la commercialisation et un service d'élaboration de produits promotionnels; coordonne et met en œuvre toute une gamme de services visant à favoriser la croissance des petites entreprises et du secteur de l'entrepreneuriat en général au Manitoba; augmente les investissements locaux afin d'attirer des entreprises et des gens d'affaires au Manitoba à l'aide d'une promotion générale et du recrutement d'entreprises et d'entrepreneurs. La Division assure un leadership et une coordination en vue d'améliorer la prestation de services gouvernementaux aux entreprises, le Plan de développement économique du secteur manufacturier du Manitoba et d'autres initiatives visant à favoriser la productivité et la compétitivité des entreprises au Manitoba.

DIVISION DE LA FORMATION PROFESSIONNELLE ET DE L'ÉDUCATION PERMANENTE : propose des programmes visant à créer des possibilités de perfectionnement ainsi qu'une main-d'œuvre qualifiée et adaptable répondant aux objectifs sociaux et économiques de la province. La Division s'engage à faire en sorte que tous les Manitobains et Manitobaines aient accès à des possibilités de perfectionnement professionnel axées sur les besoins du marché du travail; à aider les Manitobains et Manitobaines à trouver et à garder un emploi; à travailler avec les entreprises et l'industrie pour que notre capacité en ressources humaines soit à la fois productive et concurrentielle; à offrir des programmes et des services facilitant une transition en douceur et des possibilités d'avancement; à créer une main-d'œuvre à l'image de la population; et à œuvrer de concert avec d'autres ministères du gouvernement, les intervenants et nos clients.

DIVISION DU DÉVELOPPEMENT ÉCONOMIQUE ET COMMUNAUTAIRE : fournit un service d'analyse et de soutien administratif au Comité du Cabinet chargé du développement économique et communautaire; coordonne les principales initiatives du gouvernement ayant trait au développement communautaire et économique dans la province; apporte conseils et appui au développement permanent de la stratégie économique du Manitoba, notamment en établissant des priorités, en sollicitant l'opinion de la collectivité et en aidant à la formulation de la politique et des recommandations.

DIVISION DU COMMERCE ET DES RELATIONS FÉDÉRALES-PROVINCIALES ET INTERNATIONALES : regroupe les directions des relations fédérales-provinciales, des relations canado-américaines et internationales, de l'éducation internationale, du protocole, du commerce et de l'investissement du Manitoba, et du Bureau du Manitoba à

Ottawa. De plus, le service de coordination des politiques de Compétitivité, Formation professionnelle et Commerce Manitoba apporte une aide de premier plan pour les questions de commerce intérieur et de politique commerciale. L'activité essentielle de la Division est la création et le renforcement de liens, en particulier de relations stratégiques en matière d'activités intergouvernementales et internationales ainsi que de commerce et d'investissement, et cela avec : les gouvernements fédéral, provinciaux et territoriaux du Canada, les administrations publiques aux États-Unis et dans d'autres pays, les établissements d'enseignement au Manitoba et dans le monde, les milieux diplomatiques au Canada et à l'étranger, le monde des affaires au Manitoba, et les marchés extérieurs.

ADMINISTRATION AND FINANCE

MINISTER'S SALARY AND EXECUTIVE SUPPORT

The Administration and Finance Division comprises the Executive Support Offices, Financial and Administrativ Services, Policy, Planning and Coordination, and Manitoba Bureau of Statistics.

EXECUTIVE SUPPORT

Executive Support includes the Offices of the Minister and Deputy Minister. The Minister provides leadership an direction to ensure the goals and objectives of the department are accomplished. The Office of the Deputy Ministe provides the Minister with advice and information regarding issues and matters of concern to the departmen Executive Support is responsible for providing the department with policy direction and the overall planning and co ordination of departmental activities.

10-1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Minister's Salary	15.6	1.00	31.0	(15.4)	*1*
Total Expenditures	**15.6**	**1.00**	**31.0**	**(15.4)**	

10-1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	471.4	8.00	501.8	(30.4)	
Total Other Expenditures	77.0		80.5	(3.5)	
Total Expenditures	**548.4**	**8.00**	**582.3**	**(33.9)**	

1. Shared Minister for part of the year.

FINANCIAL AND ADMINISTRATIVE SERVICES

Financial and Administrative Services is comprised of three primary components; Finance and Administration, Human Resource Services and Computer Services. The branch provides shared Financial and Administrative and Computer Services to the departments of Competitiveness, Training and Trade and Science, Technology, Energy and Mines. Human Resource (HR) Services that support Competitiveness, Training and Trade are part of the consolidated HR unit that also services the Departments of Advanced Education and Literacy, Education, Citizenship and Youth and Labour and Immigration, as well as the Manitoba Gaminig Control Commission and two Special Opearting Agencies.

OBJECTIVES

The objectives of Financial and Administrative Services are to: provide leadership, program direction and operational coordination to support department activities; to provide high quality, timely and customer responsive administrative, financial management, information technology and human resource service; develop and administer appropriate administrative and financial standards, policies and procedures; and to develop and maintain appropriate reporting systems to provide timely and accurate decision-making information to senior management in the departments and in central agencies through a centralized support service.

ACTIVITIES/RESULTS

Finance and Administration supports the mission and goals of the Department by:

- Processing payments and receipts;
- Providing computer business application development and support services;
- Administering and coordinating the Department's parking and pool vehicle programs;
- Providing for physical accommodations;
- Providing advisory and specialized accounting and financial management services to departmental personnel and related entities;
- Coordinating French Language services;
- Coordinating the departmental administration of the *Freedom of Information and Protection of Privacy Act* and *The Public Sector Disclosure (Whistelblower) Protections Act*;
- Managing the department's records management program and
- Providing timely, accurate and relevant information to departmental and central agency decision-makers including budgetary, cash flow and year end reporting.

Human Resource Services reports to the deputy ministers of the departments within the amalgamated sector. This includes Advanced Education and Literacy; Education, Citizenship and Youth; Labour and Immigration; Competitiveness, Training and Trade and Manitoba Gaming Control Commission as well as two Special Operating Agencies: the Office of the Fire Commissioner and the Manitoba Text Book Bureau. Specific activities of Human Resource Services includes:

- assisting departmental management in the delivery of programs by providing a comprehensive range of human resource management services including recruitment and selection, staff relations, organizational review, design and consultation, classification and job analysis, performance management, employee counselling and referral, management and staff development, salary and benefits administration, Human Resources policy development and administration, Respectful Workplace, and Workplace Health and Safety.

- co-ordinating the employment equity and diversity programs within each individual business area in the amalgamated sector.

- co-ordinating common concerns and issues with other government agencies, which have responsibilities in the human resource area, including other provincial government amalgamated sectors, central agencies and other levels of government. The Human Resource Services Branch works closely with the Civil Service Commission and the Labour Relations Division of Treasury Board.

Computer Services provides the department with information technology support services including: computer systems design and implementation; equipment evaluation and acquisition (outside the Desktop Refresh); user education and assistance (outside the standard suite); and implementation of government wide initiatives, and adherence to guidelines and standards.

Computer Services activities undertaken for CTT/STEM during the year included:

- Establishing the CTT/STEM IT Services section as the IT coordinating unit for the two departments.

- Establishing the Business Systems Steering Committee for both departments.

- Coordinating the March 2008 Desktop Refresh for CTT and Mineral Resources Division in STEM.

- Working with ICT Services Manitoba on the server consolidation project, the ICT Service Desk Initiative, ICT transitioning exercise and to develop the HouseBook Application for STEM.

- Working with Marketing Support Branch in CTT and ICT Services Manitoba to develop the Manitoba Investment Website integrating Google Search capabilities.

- Working on the Evaluation and Implementation team related to the Single Window for Business.

- Developing and submitting a business requirements document to ICTSM for Smart Search Tool and Service Directory

- Supporting the Training Divison of CTT which in partnership with Advanced Education and Literacy undertook an Enhanced Service Delivery Project to identify and document the business requirements of several branches.

- Assisting the Traninig Division with the creation of a high-level description of systems needs to support the Labour Market Agreement.

- Issuing an RFP to develop the Career Development Portal.

- Working on the RFP and providing project management for Mines Branch on the Integrated Mining Registry System Phase 1 – Feasibility Assessment & Solution Definition.

- Implementing Minerals Deposit Database Application

- Adding Battery Facilities to the Petroleum mapping project.

10-1(c) Financial and Administrative Services

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,478.2	17.00	1,472.9	5.3	
Total Other Expenditures	297.5		323.6	(26.1)	
Total Computer Services	31.8		108.3	(76.5)	
Less: Recoverable from Energy, Science and Technology	(150.0)		(150.0)	-	
Total Expenditures	**1,657.5**	**17.00**	**1,754.8**	**(97.3)**	

POLICY, PLANNING AND COORDINATION

OBJECTIVES

Policy, Planning and Coordination's objective is to provide analytical, advisory and research support services to the Minister, Cabinet and other provincial departments and agencies. This includes undertaking analysis of trade, labour market and economic policy issues, providing critical information and working closely with other partners to promote economic development in Manitoba. The Branch's Labour Market Information Unit provides labour market analysis to support program and policy development in government departments involved in education and training and co-ordinates, develops and disseminates labour market information directly to the public to support service delivery within the Department.

ACTIVITIES/RESULTS

The Branch manages the ongoing implementation of the Agreement on Internal Trade in Manitoba. Efforts in this area include: supporting the Minister's participation as a member of the Ministerial Committee on Internal Trade; serving as Manitoba's Internal Trade Representative; co-ordinating the government-wide participation in the Agreement; direct responsibility for the ongoing implementation of the Labour Mobility Chapter and monitoring and participating in disputes arising under the Agreement. Policy, Planning and Coordination supports the Premiers of Manitoba and New Brunswick in their role as co-leaders of this Council of the Federation initiative as well as coordinating and reporting Manitoba's activities pursuant to the Council of the Federation's Internal Trade Workplan.

As lead provincial agent for international trade policy, the Branch develops provincial policy for implementation of international trade agreements such as the North American Free Trade Agreement (NAFTA) and the World Trade Organization (WTO). The Branch also works to ensure that Manitoba priorities and concerns are reflected in new trade negotiations through consultations with key stakeholders.

The Branch provides support for ministerial meetings and conferences, including meetings of Ministers and Deputy Ministers responsible for International Trade, Industry and Labour Markets. The Branch also provides support to the Premier including briefings on trade, labour market and competitiveness issues for the Western Premiers' Conference, Western Governors' Meetings and the Annual Meetings of the Council of the Federation.

Activities by the Labour Market Information Unit included: production of printed and electronic career and labour market information products such as *High Demand Occupations in Manitoba*, *Manitoba Job Futures* and *Manitoba Prospects*; internal labour market analysis and briefings, and increased access to labour market information through partnerships, websites, presentations to high school students, sector organizations, employment practitioners, employment counsellors and career symposia.

The Branch provides policy advice and support to economic development initiatives including: Federal/Provincial Pan-Western Policy development, Provincial Small Business policy service improvements, and support to Community and Aboriginal Economic Development strategic priorities.

Planning support is provided to the Department of Competitiveness, Training and Trade including: coordination and production of the department's annual strategic plan, leading the development of a departmental human resource and renewal plan, as well as provision of ministerial advisory and speaking notes on trade, labour market and economic policy issues.

The Branch represents the Government of Manitoba on the Provincial-Territorial Advisory Committee and the Trade Advisory Committee of the Standards Council of Canada. This function involves interdepartmental co-ordination to represent Manitoba's views on standards-related issues before the Council.

10-1(d) Policy, Planning and Coordination

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	780.9	10.00	778.6	2.3	
Total Other Expenditures	199.3		221.1	(21.8)	
Total Expenditures	**980.2**	**10.00**	**999.7**	**(19.5)**	

MANITOBA BUREAU OF STATISTICS

OBJECTIVES

The primary role of the Manitoba Bureau of Statistics (MBS) is to serve the informational requirements of the Manitob Government, its departments and crown agencies. Specific objectives are:

- to actively participate in and coordinate the development of the Manitoba statistical system in terms of informatio needs, collection, dissemination, analysis and presentation; and
- to adapt the Manitoba statistical system to address changing policy and program requirements and emergin issues.

In order to further its objective, MBS functions as the designated focal point for interface between the Province an Statistics Canada.

As the provincial central statistical agency, MBS has the following characteristics:

*Impartiality *Selective Specialization *Surveys *Coordination *Legislative Mandate

ACTIVITIES/RESULTS

The MBS strategic thrust is the provision of comprehensive information services to the Manitoba government, i agencies, the business community, and the general public. This strategy is carried out through four major areas activity:

- responding to requests for MBS developed information; and liaison/coordination with Statistics Canada, provinci user departments/crown agencies, and with other provincial statistical agencies;
- providing common information services in order to avoid duplication of effort and costs in the areas of informatio collection, analysis and dissemination; and provision of relevant information to senior and executive levels government;
- undertaking information development, survey consulting/design, statistical consulting, economic impa assessments, information processing, web-based information dissemination systems development, and adequac of surveys; and
- administrating the Bureau of Statistics and The Statistics Act (Chapter S205).

MBS is a service-driven agency. Selected activities and achievements are as follows:

Economic Accounts – MBS maintained an economic accounts framework for the Manitoba economy. These annu accounts measured the overall performance of the provincial economy, with additional detail about principal industrie and sectors. Information from the Economic Accounts is used throughout the public and private sectors in Manitob Preliminary economic growth estimates for 2007 were released in March 2008. MBS also maintained a historic graphical and table review of the Manitoba economy, including industrial sectors, for the years 1981-2007.

Manitoba Population Estimates and Projections – Continued liaison with Statistics Canada and other provincial an territorial statistical agencies regarding the determination of the appropriate statistical methodology to be used determine provincial and territorial population estimates. These population estimates are of critical importance as the are used to determine Manitoba transfer payments. MBS is updating its existing set of population and labour forc projections for Manitoba and its regions.

Statistical Information Product Subscriptions – Departmental subscriptions to the full MBS subscription servic totalled 10 (3 Manitoba government, 2 federal government and 5 business). In addition, the Legislative Libra received six complete sets of MBS information products free of charge.

Key Economic Indicator Reports – These reports encompass indicators such as the Labour Force, Consumer Pric Index, Population, and Investment. Relevant information is presented in both table and chart formats, and distribute on the day of release to selected Ministers and senior government officials. In addition, the "Quarterly Econom

Summary", highlighting recent provincial economic developments, continued to be produced.

Statistical, Economic and Computer Consulting – Statistical, economic, computer and survey consulting services were provided to departments and crown agencies on both a "public good" basis and a cost-recovery basis (larger consulting projects). Major consulting activities have included economic impact assessment of various provincial economic initiatives for provincial departments.

Contract Surveys and Information Development – MBS designed and implemented surveys/information development projects for individual departments and crown agencies on a cost-recovery basis. Projects included Competitivness, Training and Trade - Trade Statistics Database; and International Education Branch of Federal-Provincial and International Relations - Survey of International Students.

Information Dissemination System - MBS has continued to enhance its desktop accessible information systems (e.g. InfoNet, Infoline, Trade, and StatsBase). These systems are accessible via the new MBS Intranet web site. MBS StatsBase, which enables quick access to historical information series on a wide range of topics, is being developed as a new information resource for government.

Interdepartmental Liaison – MBS assisted individual provincial departments and crown agencies with their statistical activities and problems with the objective of avoiding duplication of effort and costs.

Federal-Provincial Liaison - Represented Manitoba's views on statistical matters to Statistics Canada including possible new methodologies to determine Manitoba's population. This activity had a significant impact on the level of federal transfer payments that Manitoba receives. As part of the national statistical system, MBS represents Manitoba on the Consultative Council on Statistical Policy as well as a number of other subject matter statistical committees.

Information Requests – MBS responded to inquiries for information from MBS developed databases (Economic Accounts, Investment Statistics, Trade Statistics, Business Register, Vital Statistics, Postal Code Translator File). As well, MBS responded to requests for non-MBS developed data. These information requests ranged from those requiring a single quick response to those that required the development of custom computer-generated reports.

10-1(e) Manitoba Bureau of Statistics

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	758.3	11.00	750.1	8.2	
Total Other Expenditures	204.5		205.3	(0.8)	
Less: Recoverable from Other Appropriations	(101.3)		(60.0)	(41.3)	*1*
Total Expenditures	**861.5**	**11.00**	**895.4**	**(33.9)**	

1. Large projects completed for clients.

BUSINESS SERVICES

INDUSTRY DEVELOPMENT - FINANCIAL SERVICES

OBJECTIVES

The role of the Financial Services Branch is to facilitate the creation, growth and expansion of businesses in Manitol in support of the government's economic development strategies. In providing this support the Branch performs t following functions:

- administer several of the programs that provide financing assistance to businesses;
- provide expertise on business case development and business financing to other departments and cros departmental project teams;
- administer the affairs of the Manitoba Development Corporation; and
- provide accounting and financial management services to other units in the government.

ACTIVITIES/RESULTS

PROGRAMS UNDER ADMINISTRATION

Manitoba Industrial Opportunities Program (the MIOP Program) The MIOP Program provides financial suppor assist businesses expanding their operations in Manitoba. The financing is in the form of repayable, secured loans a the repayment terms can be somewhat flexible. Favourable interest rates are available to businesses that underta significant investment in fixed assets and/or create new jobs. The loans are usually in excess of $500,000. Since inception in 1988 the MIOP Program has approved loans totaling $293 million for 137 business expansion projec This MIOP Program financing has levered $1.02 billion worth of private sector investment and approximately 14,6 jobs. In 2007/08 the Branch examined eight business proposals totaling $36.8 million and approved $11.5 million new loans, which levered $45 million of new private sector investments. As at March 31, 2008 the program has active loans under management.

Manitoba Business Development Fund (the Fund) The Fund provides financial support to assist with busine development activities in Manitoba. The financing is in the form of cost-sharing assistance and is usually no repayable. The cost-sharing assistance is usually in the range of up to $50,000 and is usually for up to 50% of t cost of the business development activity. The Fund has three sub-programs. The Technology Commercializati Program assists businesses with the development and/or application of new technology. The Feasibility Studi Program assists businesses and business-support organizations with the assessment of new business opportunitie The Special Projects Program assists businesses and business-support organizations with initiatives that are strategic significance to Manitoba's economy. In 2007/08 the Branch confirmed cost-sharing assistance for 26 ne business development projects totalling $0.80 million.

Third-Party Investment Funds Program (the Investment Program) The Investment Program provides investment capital to venture capital limited partnerships (limited partnerships) which in turn invests this capital in small to mediu sized businesses. Since its inception in 1996 to March 31, 2008, the Investment Program has invested $18.8 million six limited partnerships. In aggregate the six limited partnerships have invested approximately $124.7 million into 74 business entities.

Labour-Sponsored Investment Funds Program (the LSIF Program) The LSIF Program provides financial suppo to assist labour-sponsored investment funds (LSIFs) in attracting private sector investment capital. The financing is the form of tax credits. The tax credit benefits are provided to Manitobans that buy and hold qualifying securities qualifying LSIFs. Financial Service's role is to administer the registration, and de-registration of corporations wishing qualify to be a LSIF.

Community Enterprise Investment Tax Credit (the CEIT Program) The CEIT program is designed to improve t access to equity capital for small businesses witin Manitoba. Investors supplying cash equity to small businesses w be entitled to a 30% Provincial tax credit against their Manitoba taxes payable. The Province has allocated $5 milli

in tax credits for the program which will facilitate $16.67 million in new euqity to be raised.

Manitoba Film & Video Production Tax Credits Financial Services and the Department of Finance successfully delegated the administration of the Manitoba Film and Video Production Tax Credit Program to the Canada Revenue Agency (CRA) effective April 1, 2007.

SPECIAL PROJECTS

Capital Markets Initiative The Branch is a leader in collaborative, multi-party efforts to strengthen the depth and breadth of the province's capital markets infrastructure. The leadership role arises from the Branch's expertise and contacts in the finance industry and mandate for facilitating business investment.

OTHER RESPONSIBILITIES

Manitoba Development Corporation (MDC) The MDC is the province's agent for administering repayable financial assistance. The Branch administers the MDC's portfolio of loans and investments. As at March 31, 2008, MDC had a net value of $65.2 million in financial assets under management.

10-2(a) Industry Development - Financial Services

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	927.1	14.00	1,084.1	(157.0)	
Total Other Expenditures	467.0		359.5	107.5	
Program Delivery:					
- Manitoba Industrial Opportunities Program	10,498.8		6,048.8	4,450.0	*1*
- Vision Capital Fund	577.3		592.0	(14.7)	
- Manitoba Business Development Fund	817.7		1,173.0	(355.3)	*2*
- Third Party Managed Capital Funds	1,154.6		2,482.4	(1,327.8)	*3*
- Less: Interest Recovery	(3,213.2)		(3,328.3)	115.1	
Total Expenditures	**11,229.3**	**14.00**	**8,411.5**	**2,817.8**	

1. *Increased loan activites and allowances.*
2. *Obligations under the Technology Commercialization Program are multi-year and FY2007/08 claims from clients were less than budgeted. FY2007/08 Feasibility Studies less than budgeted.*
3. *Disbursements from inidividual funds less than budgeted therefore interest and bad debt expense less than projected.*

INDUSTRY CONSULTING, MARKETING SUPPORT AND COMPETITIVENESS INIATIVES

OBJECTIVES

The role of Industry Consulting and Marketing Support is to provide sector expertise to businesses (manufacturing, processing and services sectors) in the areas of marketing, technology, business development and management.

The Branch also provides marketing related support activities to Manitoba Competitiveness, Training and Trade (CTT). In this regard, the Branch performs the following marketing support functions:

- Coordination of marketing activities
- Development and production of consistent and competitive marketing materials
- Development of market intelligence and other information

Through the Competitiveness Initiatives Group, the Branch also identifies and champions initiatives that support and enhance the delivery of government information and services to businesses in Manitoba.

ACTIVITIES/RESULTS

Industry Consulting Group

The Industry Consulting Group provides sector expertise to businesses (manufacturing, processing, and services sectors) in the areas of marketing, technology, business development, and management. Existing infrastructure advantages are used to maximize economic development opportunities and encourage commercialization and adoption of new technologies and strategic alliances to further strengthen and diversify Manitoba's industrial capabilities.

Sector Development – Sector development activities provide an ongoing analysis of Manitoba's major industrial sectors including aerospace, manufacturing and food processing. Strengths, weaknesses, emerging trends, threats, and opportunities are considered. Sector profiles are developed and competitive comparisons with other major jurisdictions are carried out and monitored.

Project Development – Project development activities within the branch are wide-ranging and include a variety of projects from those initiated by sector planning activities to those responding to company specific opportunities. The objective of all project development activities is to create new jobs and preserve existing jobs and investment in Manitoba.

Highlights of 2007/08

Work continued with Manitoba's industrial sectors to encourage expansion through the identification of new opportunities and the adoption of new technologies. Most sectors continued to face pressures brought on by the rising value of the Canadian dollar and increased offshore competition from countries like China.

The Composite Innovation Centre at Smart Park continued to assist a wide range of our industries in the development of lightweight, high-strength composite materials which are now essential for future products related to fuel efficient vehicles, civil infrastructure and a wide variety of other manufacturing and construction applications.

Of the 174 projects considered by the CIC since October 2003, 60 projects have been completed, 34 are in process and 22 are either under discussion or are in the proposal phase. Since 2003, 37 projects have been rejected and an additional 21 projects became inactive. For projects assessed, in process or completed, the CIC partners and collaborators extend across the country.

The Vehicle Technology Center, to which Industry Consulting Branch provides staff and infrastructure support, continues to move forward with projects which will provide important services to Manitoba's transportation and equipment manufacturing industries. Formal approval and funding was obtained for an OEM-Supplier Development Program to provide some financial incentive to Original Equipment Manufacturers (OEM'S) to partner with their suppliers in the development of high technology products and processes.

The goal of the OEM – Supplier Development Program (OSDP) is to act as a catalyst in the undertaking of multi-partner collaborative projects to develop the new technologies required by Manitoba transportation and agribusiness manufacturers to meet the future requirements of their customer base. By encouraging multi-disciplinary collaboration, OSDP seeks to develop a "teaming" approach between manufacturers and their suppliers and, where possible, to include outside parties such as universities and research organizations. Projects approved include significant upgrades in composite component manufacturing, a comprehensive program to enhance the interior of transit buses and the design of a lightweight aluminium gravel trailer. Ultimately, the Program seeks to increase economic growth, creating jobs and supporting sustainable development.

Industry Consulting continued its work with several partners and stakeholders in the implementation of the three-year $4 million Advanced Manufacturing Initiative designed to assist local manufacturers to adopt the most advanced manufacturing methods and technologies to ensure their ongoing competitiveness. The Advanced Manufacturing Initiative was initially funded to $1.84 million, consisting of matching federal and provincial shares, under the Canada-Manitoba Economic Partnership Agreement with the remainder of the $4 million coming from industry. In February 2008, the provincial and federal governments agreed to extend funding to this successful program for a further 15 months, with an additional $1.2 million commitment under the Canada-Manitoba Economic Partnership Agreement.

First launched in February 2005, the AMI represents a unique partnership among CME-Manitoba Division, Western Economic Diversification and the Province of Manitoba. By championing lean manufacturing concepts and best practices, the AMI is helping Manitoba companies adopt manufacturing practices that reduce waste and increase productivity – important factors in building competitiveness. The AMI has gained considerable momentum in delivering successful programs that have resulted in observable productivity improvements for participating companies. Since its launch, more than 4,400 Manitoba manufacturing employees have participated in almost 50,000 hours of AMI activities.

Additionally, under the auspices of the AMI, industry has developed a new Manufacturing Sector Economic Development Plan (MSEDP) to ensure the long-term competitiveness of the sector. The Manitoba government is encouraging industry follow-up of the recommendations presented by the MSEDP, and is responding to industry's priority recommendations through the new Competitiveness Initiatives Group of CTT that is highlighted below.

A core element of Industry Consulting's work continues to be its individual project development activities with its project managers often taking a lead role in coordinating the activities and actions of other government departments and agencies to work with business to create new jobs and investment in Manitoba.

Marketing Support Group

The Marketing Support Group provides department-wide marketing support and development of promotional products (multimedia marketing materials such as display units, brochures, website promotion, CD-ROMS, etc.). Promotional products are produced in multiple languages, corresponding to various geographic markets of interest. The Marketing Support Group also coordinates placement and production of targeted advertising in selected industrial journals.

Market Intelligence and Information Services

The Market Intelligence and Information Services program provides information products on export markets for local Manitoba companies and on Manitoba capabilities for potential clients in overseas markets. The program involves data collection, analysis and dissemination. Key developments over the past years include implementation of a client-tracking database for CTT, development of website applications and coordination of Manitoba company data collection surveys with federal and provincial delivery partners. Additionally, the group makes continued use of the bi-annual KPMG *Competitive Alternatives Report* to assess Manitoba's competitive position with respect to business costs. The most recent edition of the *Competitive Alternatives Report* was released at the end of March 2008.

In 2007/08 the Marketing Support Group continued to focus on key priorities:

- Management of internal and external communications
- Partnerships with community organizations to promote "home-grown" economic development
- Development of e-marketing and web site capabilities
- A consistent and cohesive marketing strategy, message, and image
- Maintaining effective relationships with senior officials in government, external agencies, industry associations and consular posts abroad

- Increased role in investment promotion
- Providing support service to various branches and agencies within the department.

Web sites and electronic marketing
The Marketing Support Group manages and maintains the CTT website (www.gov.mb.ca/ctt) and continues to provide web-based support/service to Manitoba Trade and Investment (www.manitoba-canada.com). The group also contributed to the development of the Small Business area of the Manitoba Business Portal (www.gov.mb.ca/business/smallbusiness). In 2008, the group developed and launched a new Manitoba Investment Portal (www.investinmanitoba.ca), and assisted with the development of an online Advanced Manufacturing and Grain Handling Buyers Guide (www.gov.mb.ca/trade/globaltrade/oem).

Advertising and communications
Several advertising pieces were placed in various site selection and business style journals (both local and international) promoting Manitoba as a great place to invest, work and live.

Production of brochures
The Group updated content for several departmental publications, including:
- Manitoba Industry Sector Summaries
- Third party information pieces
- Manitoba Quick Facts brochure
- Manitoba, Diverse, Dynamic and Energetic brochure
- Manitoba Means Business brochure
- Agriculture and Food Processing Investment brochure
- Advanced Manufacturing and Grain Handling Buyers Guide

Additionally, the Group undertook the redesign and development of a comprehensive package of marketing materials in English, Mandarin and Korean, for the Provincial Nominee Program for Business.

Slide presentations were created or updated for such projects as:
- The Provincial Nominee for Business Program presentations in English, Mandarin and Korean
- Advanced Manufacturing and Grain Handling Buyers Guide
- Federal/Provincial/Territorial Investment Managers' presentation
- Various Trade missions

The Group also provided collateral marketing materials to outgoing trade missions, trade visits and to non-governmental organizations pursuing trade and investment related promotions.

Event marketing
Event marketing support was provided for government-sponsored events and various trade missions.

Competitiveness Initiatives
The role of the Competitiveness Initiatives Group is to champion and deliver initiatives for: improving government service delivery to business; supporting economic development in the manufacturing sector; and carrying out other initiatives that aim to advance the productivity and competitiveness of businesses in Manitoba.

Highlights of 2007/08

Single Window for Business
The Group is responsible for the province's *Single Window for Business* Initiative, which is focused on the bundling of multiple services to business so that they are easily accessible online, in-person and by telephone. Within this context, the Group is responsible for the Manitoba Business Portal (www.manitoba.ca/business), which provides client-centred access to the province's online business services and information. In 2007/08, the Group carried out a comprehensive review of the portal and worked with partner departments to update the content and services that are accessible through this online site. The Group also undertook a business requirements assessment for the further development

of the portal that entailed extensive stakeholder consultations.

CTT is also responsible for implementing the BizPaL Program in Manitoba in partnership with the federal government, local governments and provincial departments. BizPaL is an online service that automatically generates a list of required permits and licences from all levels of government for businesses looking to start or operate a business in Manitoba. BizPaL supports small business development, rural economic diversification and the overall competitiveness of Manitoba businesses. In 2007/08, BizPaL was launched in Brandon and Winnipeg, and preparations were carried out by the Group for launches in a number of other municipalities. In addition, preparations were undertaken for the establishment of the Manitoba BizPaL Office within the Group.

Competitiveness Initiatives also leads and coordinates, in collaboration with other branches, departments and levels of government, service delivery partnerships with the goal of leveraging provincial service delivery resources. These service delivery partnerships strengthen client referral and management systems, and help to improve the overall accessibility of the province's business services. In 2007/08, the Group collaborated with other departments to develop training, technology and other strategies to support these service delivery partnerships.

Manufacturing Sector Initiatives

The Group collaborates with industry and government stakeholders in Manitoba to develop and implement strategies and initiatives to promote productivity and competitiveness in the manufacturing sector. Activities in this area include leading a provincial team that is responsible for responding to the Manitoba Manufacturing Sector Economic Development Plan (MSEDP), which outlines a comprehensive set of recommendations for industry and government to enhance the global competitiveness of Manitoba's manufacturing firms. Among its 2007/08 activities in this regard, the Group provided support to the Manitoba Manufacturing Council, which has been established to promote leadership and oversee the implementation of the MSEDP.

In 2007/08, the provincial and federal governments announced funding of $150,000 over 15 months under the Canada-Manitoba Economic Partnership Agreement to support the Manitoba Manufacturing Council and the Manufacturing Sector Economic Development Plan.

Competitiveness Initiatives also leads and coordinates, in partnership with Canadian Manufacturers and Exporters – Manitoba Division, the manufacturing "direct response team" which was established in 2007/08 to facilitate timely communication and action between industry and the provincial government.

10-2(b) Industry Consulting, Marketing Support and Competitiveness Initiatives

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	747.7	10.00	829.9	(82.2)	
Total Other Expenditures	524.5		530.5	(6.0)	
Total Expenditures	**1,272.2**	**10.00**	**1,360.4**	**(88.2)**	

SMALL BUSINESS DEVELOPMENT

Small business is recognized as the engine that drives the Canadian economy. The Branch's target client groups are the 77,000 small businesses in Manitoba that make up over 97% of all businesses in Manitoba, the self-employed entrepreneurs and new business ventures. Branch clients include businesses from retail, wholesale, manufacturing, services, technology, home-based businesses and entrepreneurs who are starting up new businesses.

OBJECTIVES

The objective of the Small Business Development Branch is to provide the necessary tools for successful business development. The Branch's primary role is to develop, co-ordinate and deliver services and programs for the enhancement and growth of Manitoba's entrepreneurial and small business community. The Branch has recognized the multi-cultural nature of Manitoba's entrepreneurial community and has customized its programs to address the specific needs of these business people. Services in business management, business planning and access to capital are tailored to meet the needs of new entrepreneurs including women, Aboriginals, new immigrants, youth, and people with disabilities.

ACTIVITIES/RESULTS

The activities of the Branch are generic in scope with the intent of reaching a broad spectrum of individuals and business types. The major focal points of the Branch are to assist small business start-ups and growth of existing businesses through the provision of management training, information services, financial assistance, business counselling and mentoring. Branch programs and services are developed in partnership with business associations, other government departments (federal and provincial), educational institutions and the public.

The Small Business Development Branch provides extensive business information, entrepreneurial training, and business and trade library services through the Canada/Manitoba Business Service Centre. The Branch also offers a variety of programs and services including the Manitoba Business Start program, business counselling, Manitoba Marketing Network, Manitoba Film Loan Guarantee program, entrepreneurial development and training, and BizCoach Manitoba, a business mentoring program. Business information, business counselling services, entrepreneurial training, business and trade library services and the Manitoba Marketing Network are also delivered through the Western Regional Office in Brandon.

Canada/Manitoba Business Service Centre – Effective April 1, 1998, the Small Business Development Branch integrated services and co-located its programs with the Canada Business Service Centre into a single, highly visible, efficient operation to support Manitoba business development and entrepreneurship. The new business service centre which is known as the Canada/Manitoba Business Service Centre (C/MBSC) represents a single point of contact for current and accurate business information, extensive business and trade library services, market research and improving management effectiveness through business counselling and entrepreneurial training programs. The C/MBSC also offers a full service website providing business development information, interactive business products, business guides, on-line entrepreneurial training and an Interactive Business Planner.

The C/MBSC also provides knowledge-based industry services which include e-business and e-commerce business counselling, seminars and the provision of hard copy and online e-business information.

In 2007/08, the C/MBSC responded to approximately 33,000 walk-in/phone business and trade-related inquiries. In addition, the business counsellors of the Small Business Development Branch incurred approximately 4,100 client interactions during the year.

C/MBSC E-Learning Network – The E-Learning Network is a video-conferencing network that broadcasts business seminars and workshops to rural and northern communities. The Network consists of a central video-conferencing unit with 22 external access points located throughout the province. During the year, 113 business related seminars were broadcasted to 876 participants.

C/MBSC Regional offices – Through the Partnership Agreement with Western Economic Diversification, 33 regional C/MBSC offices have been established in Manitoba which makes business information and resources more accessible to all entrepreneurs throughout Manitoba.

Entrepreneurial Development and Training – During the year, the C/MBSC delivered or facilitated 218 business related seminars and workshops to approximately 3,100 participants in Winnipeg and throughout Manitoba, including seminars which were delivered by video-conferencing. These seminars included sales, marketing, financing, tax planning, financial management, accounting, business management, human resource management, starting a small business and various other business and technology related topics.

Manitoba Marketing Network – The Network delivered 10 workshops to 136 participants and its members counselled 43 small businesses. Workshops were held in Winnipeg and Brandon.

Aboriginal Business Development Program – The Program promotes entrepreneurial training, business information, workshops and business counselling to Aboriginal entrepreneurs and community based organizations in the interest of developing small business and entrepreneurship. The Ota-Miska publication, a resource directory outlining services available to Aboriginal people in Manitoba was circulated to all agencies and organizations working with Aboriginal people. There are 12 C/MBSC regional offices which focus on Aboriginal Business Development, with over 50% of the clients being Aboriginal.

Manitoba Business Start Program – Provides loan guarantees of up to a maximum of $20,000 for new business starts with the focus on working capital needs. Under the program, 55 loan guarantees totalling $1,015,000 were approved in 2007/08. During the fiscal year, 705 participants attended the 28, three-day Business Start workshops conducted throughout Manitoba under the Business Start Program which includes 10 workshops conducted in the rural areas. The Business Start workshops were delivered in Winnipeg, Brandon, Portage la Prairie, Dauphin, Swan River, Minnedosa, Carmen, Killarney and Winkler. The three-day Business Start workshops were also delivered in French and to self-employed artists in partnership with the Arts and Cultural Industries Association of Manitoba Inc.

Manitoba Film Loan Guarantee Program – Provides loan guarantees up to a maximum of 20% of a loan in respect to Manitoba fully developed feature films, television programs and series. During the 2007/08 fiscal year, there was one loan guarantee in the amount of $177,700 issued under this program. Since the program's inception in 2004, four loan guarantees totalling $437,100 have been approved. The Branch continues to work with film production companies in respect to this program and it is anticipated that additional loan guarantees will be issued in the 2008/09 fiscal year.

Publications – Publications and business information guides developed by the Branch and the C/MBSC continue to be a valuable resource to the business community and support the Branch's training programs. The Branch and the C/MBSC produce numerous publications on a variety of subjects including business information, business planning, small business management systems, e-business and e-commerce information guides. Publications are distributed through the Branch, the C/MBSC and its regional offices, the Western Regional Office in Brandon, the Intergovernmental Affairs offices and the Growing Opportunities (GO) offices throughout Manitoba.

Small Business Counselling Services – The Branch registered approximately 4,100 business counselling client interactions in 2007/08. Business counsellors provided one-on-one business counselling to entrepreneurs and businesses in a number of sectors including retail, service and manufacturing.

BizCoach Manitoba – BizCoach Manitoba provides small businesses and entrepreneurs access to business mentoring in partnership with the private sector. Business mentoring is provided on all business related topics including start-up, financial management, growth and expansion, sales, marketing, business succession and access to capital. Since the program's inception in 2006, BizCoach Manitoba has provided business mentoring to 33 small businesses.

Western Regional Office – Provides general business counselling services, entrepreneurial development and training programs, business planning workshops, various resource materials and general business information to Brandon and the surrounding communities. In 2007/08, the Western Regional Office responded to approximately 6,800 business and trade related enquiries.

Other Activities – The Branch partnered with other departments and agencies in the successful delivery of Small Business Week, Rural Forum 2007, the Young Entrepreneurs Program, the Canadian Youth Business Foundation program and the delivery of French-language services at the Bilingual Government Service Centres located in St. Boniface, St. Pierre and Notre Dame de Lourdes. The Branch supported and participated in a number of other initiatives including Manitoba Women Entrepreneur of the Year Awards, Manitoba Home Business Advisory Council, Manitoba Aboriginal Youth Achievement Awards, a variety of projects and initiatives pertaining to Entrepreneurs with Disabilities, Junior Achievement Northern and Urban Aboriginal Youth, the cultural industries and various conferences, trade shows and Aboriginal economic development projects.

10-2(c) Small Business Development

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,076.5	15.50	1,078.7	(2.2)	
Total Other Expenditures	727.7		647.4	80.3	
Total Grants/Transfer Payments	60.0		60.0	-	
Total Expenditures	**1,864.2**	**15.50**	**1,786.1**	**78.1**	

BUSINESS IMMIGRATION AND INVESTMENT

OBJECTIVES

Business Immigration and Investment's objective is to attract private sector investment to Manitoba by developing Manitoba's business immigration strategies, programs and promotions.

ACTIVITIES/RESULTS

The Branch's main focus is to recruit entrepreneurs and farmers through the Provincial Nominee Program for Business (PNP-B) and the Young Farmer Nominee Program (YFNP). These activities are designed to promote Manitoba in various regions of the world as an immigration destination that provides great opportunities for entrepreneurial enterprise and an excellent quality of life.

In support of the objectives, the Branch conducts the following activities:

- Administers the Manitoba PNP-B which allows the Government of Manitoba to recruit immigrants who will contribute to the province's economic growth by establishing and actively managing a business in Manitoba.
- Administers the YFNP designed to attract experienced young farmers who will establish a farm business operation in Manitoba, but who would also have the capability to earn off-farm income.
- Participates in the Federal Immigrant Investor Program, and manages funds obtained as a result.
- Manages the day-to-day operations of the Manitoba Opportunities Fund.

The Branch reports the following results:

1. Branch staff participated in and/or conducted 16 conferences and missions promoting the province and its Business Immigration Program. Promotional missions were held in such countries as China, Hong Kong, Taiwan, South Korea, Ireland, Netherlands and England to create and/or enhance awareness of our program and recruit investors.
2. The PNP-B's overall activities has resulted in the increase of its number of approved applications by 66.8% over the previous fiscal year.
3. Since the launch of the PNP-B, entrepreneurs who came to Manitoba through the program have started 179 new businesses in Manitoba, with a total investment of over $83 million.
4. The Business Stream of the Manitoba Provincial Nominee Program alone has, since its inception, increased Manitoba's population by 1854 persons (principal applicants and their dependents).

10-2(d) Business Immigration and Investment

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	506.6	4.00	492.0	14.6	
Total Other Expenditures	399.5		482.3	(82.8)	
Total Expenditures	**906.1**	**4.00**	**974.3**	**(68.2)**	

CANADA-MANITOBA ECONOMIC PARTNERSHIP AGREEMENT

Under the Canada-Manitoba Economic Partnership Agreement (EPA), the governments of Canada and Manitoba ar working together and in partnership with community stakeholders on two strategic priorities – Building our Econom and Sustainable Communities – to enhance the skills of Manitoba workers and promote economic growth an diversification in Manitoba.

Building on existing economic strengths, Canada and Manitoba will work co-operatively through this agreement to:

- advance innovative research and development, and technology commercialization in Manitoba;
- support industry-based infrastructure, improve competitiveness and productivity, increase trade capacity development and promotion, and foster an environment that attracts investment;
- support the development of a skilled workforce;
- increase access to knowledge-based infrastruture;
- promote local tourism and natural resource development opportunities;
- encourage the participation of all community members in the economy to enhance the viability, sustainability and growth of communities throughout Manitoba.

This agreement, signed December 1, 2003, provides $50.0 million for programs and projects over five years, made up of matching contributions of $25.0 million each from Canada and Manitoba. As per the master EPA agreement, all funds under this program were approved as of March 31, 2008.

A separate Annual Report on the Canada-Manitoba Economic Partnership Agreement is prepared each fiscal year.

10-2(e) Canada-Manitoba Economic Partnership Agreement

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Other Expenditures	2,941.4		3,744.4	(803.0)	*1*
Total Expenditures	**2,941.4**		**3,744.4**	**(803.0)**	

1.Project claims less than budgeted.

TRAINING AND CONTINUING EDUCATION

INDUSTRY AND WORKFORCE DEVELOPMENT

Industry and Workforce Development provides strategic direction, co-ordination and integration relating to fiscal responsibility, policy, and utilization of financial resources for Hydro Northern Training Initiative, Industry Training Partnerships and Apprenticeship (the IWD branches) programs.

OBJECTIVES

Objectives of the Branch include the provision of centralized program, administrative and financial stewardship and support services to the IWD branches with respect to departmental priorities and goals. The Branch provides for financial co-ordination and support division-wide in assessing resource requirements and allocations to programs and branches, including direction and support in financial business planning, reporting, monitoring, policies, processes and procedures.

ACTIVITIES/RESULTS

Special project activities for IWD branches include preparation of briefing materials, financial analysis of Treasury Board documents, cash flow and public account variance explanations, administrative services and consultations, providing advice and information as well as co-ordination and support in the area of major initiatives and projects, including the Technical Vocational Initiative.

10-3(a) Industry and Workforce Development

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	360.3	5.00	320.6	39.7	
Total Other Expenditures	305.7		293.8	11.9	
Total Expenditures	**666.0**	**5.00**	**614.4**	**51.6**	

HYDRO NORTHERN TRAINING INITIATIVE

The Hydro Northern Training Initiative manages and co-ordinates the Department's commitments, responsibilities and activities related to Manitoba's involvement in the Hydro Northern Pre-Project Training Initiative (the Initiative). The Initiative is a multi-year, multi-partner, $60.3 million northern training and employment strategy to prepare northern Aboriginal Manitobans for employment and other opportunities related to hydro electric development in the North.

Manitoba Competitiveness, Training and Trade is a partner in the Wuskwatim and Keeyask Training Consortium Inc the legal entity established to administer and report on the combined resources to and activities of the Initiative. The Consortium includes Manitoba, Manitoba Hydro, the federal government and seven Aboriginal Training Partners.

ACTIVITIES/RESULTS

In 2007-08, the activities of the Branch included:

- Providing assistance and support to Aboriginal Partners in the effective development and delivery of multi-year and annual training plans.
- Providing planning and development services to Aboriginal Partners and other stakeholders related to education training and employment activities.
- Co-ordinating with internal and external stakeholders, including Manitoba Hydro, the federal government Aboriginal organizations, industry and educational providers to ensure effective partnership relations.
- Monitoring the Wuskwatim and Keeyask Training Consortium Inc and the Aboriginal Partners to ensure appropriate outcomes and accountabilities for effective and efficient delivery of the Initiative.

In 2007-08, Manitoba contributed $1.0 million to the Initiative's Annual Training Plan of $16.1 million. Manitoba's total contribution to March 31, 2008 is $8.1 million.

Outputs/Outcomes from 2001/2002- December 31, 2007

The training initiative is Aboriginal-led in design, delivery and implementation of training. The Initiative provides for a continuum of training opportunities including assessment, upgrading, academic, technical training, professional and management training towards projected workforce estimates for construction and other employment opportunities on Wuskwatim and proposed Keeyask generating stations.

Since 2001/02, key investments have been made in adult upgrading, designated and non-designated trades training. Over 1,800 participants have been assessed. There have been 2,297 successful interventions from 1,600 individual trainees participating in 3,937 training interventions. Success rates are in the range of 58% to 65%.

In the area of designated trades: 15 trainees have achieved journeyperson certification and there are currently 146 active apprentices. Of these, 85 are in Levels 1-4 and a further 61 are working towards their Level 1. Among the occupational trade training areas are carpentry, cooks, crane operators, electricians, heavy duty equipment technicians, ironworkers, plumbers, millwrights, and welders. There are 161 trainees in designated trades pre-employment programs who may continue into Apprenticeship training.

Over 160 trainees have participated in adult upgrading and Mature Student High School Diploma or College Prep to increase access to technical training.

Over 325 trainees have completed training in non-designated trades (truck driving, heavy equipment operating and labourer) and a further 77 trainees have completed training in Project Supports such as catering and security.

On-the-job training/employment is occurring both on and off reserve, but a high need exists for work experience for trainees to be successful. 472 individuals are employed; 88% are employed full-time

Hydro Northern Training Initiative Branch focus is in the area of sustainable development includes the use of recycled paper, the use of re-manufactured toner cartridges, the promotion of double-sided copying and printing, and the promotion of teleconferencing.

10-3(b) Hydro Northern Training Initiatives

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	353.1	3.00	216.0	137.1	1
Total Other Expenditures	65.6		52.2	13.4	
Total Training Support	412.1		1,125.0	(712.9)	2
Total Expenditures	**830.8**	**3.00**	**1,393.2**	**(562.4)**	

1. *Additional resources requried to meet training needs.*
2. *Training support for Wuskwatim and Keeyask Training Consortium was less than budgeted.*

INDUSTRY TRAINING PARTNERSHIPS

Industry Training Partnerships (ITP) provides business and industry with an integrated and co-ordinated single windo of access to support human resource planning and skills training. ITP works in partnership with industry and labour t create high performance workplaces, achieve outstanding business results, and advance Manitoba's competitiv position in the global market.

ITP is the only activity in the Province designed to support existing workers' training needs, a significant issue as th labour and skills shortage becomes more evident within Manitoba. As the Canadian dollar strengthens, improve labour productivity is integral for Manitoba business to prosper and remain globally competitive.

ITP has a mandate to promote private sector involvement and investment in human resource development an workplace training, and to link skill development with provincial economic development priorities. The Branch currentl includes: Industry-Wide Human Resources Planning Initiatives, Province-Wide Special Courses, Workplace Educatio Manitoba (Essential Skills), and Industry-based Prior Learning Assessment and Recognition (PLAR).

Through these program components, ITP partners with industry to assess training needs and to develop short an long-term training strategies to develop a skilled workforce for continued provincial economic growth.

As a part of the Province's commitment to sustainable development, ITP promotes a training culture that support continuous learning in partnership with business and industry. Human Resource Plans, courses and workshop continue to incorporate economic, environment, health and well-being, and cost-effective measures to expand th effectiveness of Manitoba's existing workforce. As well, the ITP Sectoral Model encourages partnerships with industry business, labour and government to reduce duplication of activity and costs and encourage joint planning, informatio sharing and decision making. The promotion of PLAR reduces the length of training by recognizing skills, pric knowledge and abilities. Finally, by providing on-site essential skills training in industry, productivity goals ar increased.

Industry-Wide Human Resources Planning Initiatives

Industry-wide human resource development initiatives are designed to expand the base of employers investing i training by developing partnerships with employer groups and industry associations to encourage long range huma resource planning within economic sectors. Three sets of initiatives are emphasized: human resources plannin agreements; industry-specified training initiatives; and human resource studies. The ITP Sectoral Model builds o selective aspects of co-ordinating group agreements, focused approaches of national sectoral councils and principle of quality, excellence and partnership.

This year 10,043 new and existing employees participated in training as a result of 28 sectoral agreements, involvin both provincial and Canada-Manitoba Labour Market Development Agreement funds administered by ITP. Focuse human resources planning committees were active in priority sectors such as aerospace, aviation, life sciences manufacturing, tourism, food processing/agri-business, environmental, information and communication technology customer contact centres, film and audio recording, new media, and the arts and cultural industries.

Highlights of these initiatives included:

- industry driven skills training programs to address skill shortages;
- industry/education linkages and new course development with local institutions to develop strategies for long term workforce development;
- establishment of a new Sector Council for the printing industry and an innovative regional Northern Manitob Sector Council;
- focused training and upgrading of existing workers in new technology, business processes and quality to mee international standards.

The ITP Accountability Framework, developed in partnership with industry, is a planning, monitoring and reporting too that is used to support capacity, measure effectiveness, and determine the value of investing in training. Fiftee industry groups have implemented the Framework this year with their 2007/08 Human Resource Development Plans Results of the Framework have proven:

- demonstrated skill development;
- significant leveraged investment by industry; and
- the successful demonstration of the results of industry training initiatives.

Province-Wide Special Courses

Province-Wide Special Courses are designed to develop the skilled workforce required to support industry's drive to continually upgrade and innovate. Through a needs assessment process, which involves ongoing and extensive consultation with industry, immediate workplace training needs are identified and future needs are forecast. Training activity in the form of workshops, seminars and courses are developed and delivered by a range of private and public sector trainers and consultants who are selected because they are acknowledged experts in their fields and practice performance based, outcome-oriented training.

Workshops in areas such as Management and Leadership, Balanced Scorecard, Workplace Wellness, Lean Thinking and Quality and Excellence were created in response to current industry trends and concerns. Many of the workshops developed and delivered in partnership with the Manitoba Quality Network, the Certificate in Management Development for Organizational Effectiveness and the Certificate in Leadership Development programs, are eligible for credit in the University of Manitoba's management certificate programs. As well, in order to assist small and medium-sized enterprises in addressing human resource issues, the Employer of Choice program has been expanded and supported federally through the implementation of the Building Better Workplaces – "People, Skills, Performance" initiative.

The Industry Trainers Network continues to allow an opportunity for workplace training co-ordinators and training managers to share best practices, identify and address common training needs, mentor colleagues, pool resources, create industry partnerships, and identify and problem solve around issues facing industry trainers. The Network represents approximately 50 companies and over 95 industry training co-ordinators and managers. A workplace trainers' conference, People Skills Performance, is being planned for June 2008 for approximately 125 participants.

All courses supported by Province-Wide Special Courses are offered in partnership with industry-serving associations such as the Manitoba Quality Network, the Manitoba Sector Training Network, the Winnipeg Chamber of Commerce, the Aboriginal Human Resource Council, and the Workplace Education Manitoba Steering Committee. By working in partnership with these organizations, the program ensures small and medium-sized companies have access to training at a reasonable cost and within a practical time frame.

This year, 10 initiatives including 59 courses, workshops and events were implemented to train 1,935 participants.

Workplace Education Manitoba (Essential Skills)

Essential skills are the reading, writing, numeracy, communication, teamwork, thinking, learning and computer skills required to successfully perform in the workplace and open the door to other types of training for further advancement.

Workplace essential skills projects and programs in Manitoba are truly customer driven. A project team is assembled with a consultant and representatives from management, labour and employees. A needs assessment is conducted, curriculum is developed and delivered according to industry requirements. As well, all curriculum documents are made available to other companies and workplaces within the same sector.

A tri-partite Workplace Education Manitoba Steering Committee assists, guides, and makes recommendations with regard to the development of and support for essential skills training in the workplace. Through their support and co-ordination, courses such as Managing Change in a Lean Environment; Essential Skills Coaching; Reading, Writing and Document Use; Communication Skills for Leaders; and the Essential Skills Refresher for the Test of the Workplace Essential Skills (TOWES) were developed and delivered. Workplace Essential Skills projects and activities are in progress in Winnipeg, Interlake, Southeast, Southwest, WESMAN, and Parklands areas of Manitoba.

This year, 62 workplace essential skills programs, funded by companies, unions and the provincial government, were delivered for 661 employees. This year Essential Skills needs assessments have resulted in a greater number of employees being trained, an increase of 121 from 2006/07. In addition, major projects were sponsored by the Workplace Education Manitoba Steering Committee, through Human Resources and Skills Development Canada.

These projects were related to sector-specific essential skills studies, promotion and awareness raising, curriculum development, and workplace instructor training.

Industry-based Prior Learning Assessment and Recognition

Prior Learning Assessment and Recognition (PLAR) is a process that identifies and documents skills and knowledge gained in formal or informal settings.

Industry Training Partnerships provides consultation and expertise to business, labour and government regarding PLAR for industry-initiated projects, co-ordinates the development of industry-based PLAR projects and facilitates practitioner development. Models of PLAR tools and systems, including competency-based methods, flexible assessment mechanisms and curriculum development for competency-based and gap training methods continue to be developed in partnership with industry, post-secondary institutions, regulatory bodies, labour groups and other government departments. These PLAR models provide individuals, trainers, industries and communities with approaches to successfully match individuals with training opportunities that lead to successful employment.

A tri-partite Workplace Prior Learning Assessment and Recognition (WPLAR) Committee assists, guides, and makes recommendations with regard to the development of and support for innovative PLAR processes in industry.

This year, 13 initiatives were in progress in areas such as manufacturing, construction, health care, energy and aerospace industries. In addition, an innovative initiative, Igniting the Power Within, is providing Essential Skills and PLAR awareness and certification training for over 380 Aboriginal community advisors/counsellors to enable them to assist in documenting the skills and experience of workers across Manitoba.

10-3(c) Industry Training Partnerships

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	570.0	8.00	542.6	27.4	
Total Other Expenditures	178.5		107.1	71.4	*1*
Total Training Support	1,045.1		1,045.0	0.1	
Total Expenditures	**1,793.6**	**8.00**	**1,694.7**	**98.9**	

1. General operating costs were higher than budgeted.

APPRENTICESHIP

The Apprenticeship Branch (Branch) is responsible for the administration of The *Apprenticeship and Trades Qualifications Act*, the *Apprenticeship and Trades Qualifications General Regulation*, the *Apprenticeship and Trades Qualifications Fees Regulation*, the *Appeals Procedure Regulation*, and Apprenticeship programs for 53 trades and their regulations under the Act. The Branch coordinates the training and qualifications system that delivers accredited, structured, workplace-based skills and technical training to apprentices, leading to journeyperson certification.

The Branch promotes trades training and certification to industry standards; co-ordinates information and planning for the designation of new trades; develops competency standards and curricula in co-operation with Manitoba industry and other provincial/territorial apprenticeship systems; processes requests for the accreditation of training programs to designated trade standards; assists under-represented groups to access apprenticeship training; counsels on trades careers and certification matters; and performs other essential support services to facilitate apprenticeship training and certification.

The Executive Director of Apprenticeship is the Secretary to the Apprenticeship and Trades Qualifications Board, and is the main point of contact for inter-provincial and pan-Canadian apprenticeship initiatives. The Executive Director is responsible for consulting with industry, represents Manitoba at the Canadian Council of Directors of Apprenticeship (CCDA) and the Canadian Apprenticeship Forum (CAF).

The **Field Operations Unit** receives applications for apprenticeship, registers apprenticeship agreements between apprentices and employers, monitors practical skills training at the job site, and arranges for apprenticeship technical training delivery, examinations and certifications. The Unit participates in the promotion and marketing of the Apprenticeship Program and the Senior Years Apprenticeship Option (SYAO).

A total of 1,763 apprentices were newly registered during the 2007/08 fiscal year and as at April 1, 2008 there were approximately 6,389 active apprentices registered in the apprenticeship system. This represents an increase of 9% over 2006/07, and a 72% increase over 1999/00[1], the Branch's baseline year. As at April 1, 2008 the number of apprentices who attended technical training in 2007/08 was 3,328, which is a 9.7% increase compared to 2006/07's attendance. Regulated tuition fee revenue generated approximately $747.9.

The number of female apprentices decreased 3.2% this year to 798; women constitute 12.5% of all active apprentices, largely due to their participation in the Hairstylist, Esthetician, Cook and Pork Production Technician trades. The number of Aboriginal apprentices increased 9.6% to 1,330 in 2007/08; Aboriginals constitute 21% of all active apprentices.

1,625 Hairstylist, Esthetician and Electrologist authorizations to practice were renewed in 2007/08. Regulated fees for renewals generated approximately $140.5.

The **Program Standards Unit** develops, revises, and secures industry approval of apprenticeship training standards, apprenticeship level tests, examinations, and provincial occupational analyses. It oversees Manitoba's contributions to interprovincial examinations, Interprovincial Program Guides, and the National Occupational Analyses (NOA) series. The Program Standards Unit processes requests for the accreditation of training programs from public schools, community colleges, unions and associations, and accredits those programs that meet designated trade standards. The Unit also makes course content comparisons for the recognition of trades training programs delivered by non-accredited providers and by other jurisdictions. The Unit administers Prior Learning Assessment and Recognition (PLAR) services, administers level examinations and trade certification examinations to apprentices and candidates with demonstrated related work experience. In 2007/08, 809 people received Certificates of Qualification at the completion of their apprenticeship training, and 168 experienced trades practitioners were certified through the Trades Qualifications process.

The Branch participates in the Interprovincial Standards "Red Seal" Program, which establishes common standards in 49 skilled trades across Canada. Forty-one of Manitoba's 53 designated trades participate in the Interprovincial Standards "Red Seal" Program. Certificates of Qualification, with a Red Seal endorsement affixed, are issued when a

1 This calculation is based on the number of active apprentices at the start of fiscal year 1999/2000 compared to the number of active apprentices at the end of the fiscal year 2007/2008.

candidate attains a mark of 70% or higher on Red Seal examinations. The Red Seal endorsement is recognized by all Canadian jurisdictions. The Program Standards Unit coordinates the Branch's Red Seal and other interprovincial activities.

The **Policy Unit** is responsible for apprenticeship legislation and regulation research and analysis, and for general policy research and development. The Unit also provides support to the Branch, the Apprenticeship and Trades Qualifications Board, Provincial Trade Advisory Committees (PTACs), and Industry Working Groups (IWGs). The Unit also provides support for corporate initiatives and is the Branch's liaison with other branches of government where there are linkages with training, economic, education, labour and social policies.

The **Finance and Administration Unit** is responsible for administrative services to the Branch, financial control systems, information technology systems support, and for preparation of the annual estimates and budgetary information. In 2007/08, the Unit continued to apply a financial framework for costing of technical training delivery which improves the cost-effectiveness of delivering technical training in northern communities and at all three community colleges. The Unit uses a rational model for technical training course purchase processes that has improved communications with, and services to, the Branch's contracted technical training providers.

Promotion of Apprenticeship to Youth
The Branch's Field Operations Unit co-ordinates the Senior Years Apprenticeship Option (SYAO). The SYAO allows Grade 11 and Grade 12 students to become registered apprentices and to simultaneously earn both practical experience credit toward apprenticeship and academic credit towards a high school diploma. The SYAO is a school-to-work transition model that links education to employment. It provides an access route to continued apprenticeship training in many trades. As at April 1, 2008, a total of 540 SYAO apprentices were enrolled in the program.

During 2007/08, the Branch continued to be responsible for the administration of the CareerFocus wage subsidy program for SYAO apprentices. The integration of the CareerFocus and SYAO programs continues to improve services to apprentices.

Apprenticeship and the Aboriginal Community
In 2007/2008, the Branch continued its efforts to respond to the training needs of the Aboriginal community.

In fiscal year 2007-2008, one section of Carpenter (Level 1) was delivered at Nelson House (UCN), one section of Carpenter training (Level 1) was delivered in partnership with the Manitoba Metis Federation (MMF) in The Pas, one section of Electrical (Level 2) was delivered to Nisichawayasihk Cree Nation (NCN), and two sections of Carpenter training (Level 1) were delivered to NCN and Opaskwayak Cree Nation (OCN) in The Pas.

Since 2001-2002, 13 northern/rural communities have participated in community-based training with 34 sections of training being delivered in the trades of Carpenter, Construction Electrician and Plumber.

Essential Skills and Prior Learning Assessment and Recognition (PLAR)
The Branch continues to implement new components of its Essential Skills strategy to ensure that apprentices and trades qualifiers enjoy maximum success on the job and in technical training.

Diagnostic, trade-specific assessment packages are available for 11 trades. To support their implementation, workshops are being delivered to educational partners to increase assessment capacity and to ensure the appropriate use of the assessment instruments. In the process, educational partners are made aware of the upgrading needs of apprentices and trades qualifiers.

The Apprenticeship and Trades Qualifications Board
The Apprenticeship and Trades Qualifications Board is established by The *Apprenticeship and Trades Qualifications Act* and is appointed by the Minister of Competitiveness, Training and Trade. It represents industry and public interest in the Apprenticeship system. The Board appoints Provincial Trade Advisory Committees (PTACs), and receives and reviews recommendations from the PTACs respecting trade regulations, training standards, examinations and certification standards. The Branch provides technical, administrative and financial support to the Board and PTACs.

New and Amended Apprenticeship Trade Regulations
The Minister, on recommendation of the Apprenticeship and Trades Qualifications Board, approves all new and

amended trade regulations under the *Apprenticeship and Trades Qualifications Act*.

During 2007/08, the Board and Minister introduced updated regulatory provisions for the trades of Lather, Painter Decorator, Pork Production Technician, Sheet Metal Worker and Sprinkler System Installer. There was also an amendment to the *General Regulation*.

The Branch also worked with PTACs to update regulatory provisions in the voluntary certification trades of Landscape Technician, Power Electrician, Industrial Welder, Carpenter, Partsperson, Boilermaker, Residential Heating Ventilation and Air Conditioning Technician (RHVAC), Steamfitter-Pipefitter and Industrial Mechanic (Millwright).

Work continued in 2007/08 toward introducing compulsory certification in the trades of Motor Vehicle Mechanic, Motor Vehicle Body Repairer (Painter) and Plumber.

Apprenticeship Futures Commission (AFC)
The AFC was announced on September 27, 2007 with a mandate to consult with stakeholders and the public on the following issues:

- Manitoba's skilled labour shortage
- Competition for skilled labour as a result of economic growth and activity in Western Canada
- Increased apprenticeship participation rates and technical training demands as a result of increased labour market demands
- Employer engagement in Apprenticeship

The AFC met with individuals, employers and organizations throughout the month of November and early December. A total of 5 public and 9 targeted consultations were held in Winnipeg, Brandon and Thompson.

A final report and recommendations were prepared and submitted to the Minister, March 26, 2008. The AFC developed 23 recommendations dealing with four major areas:

- The structure and framework of the system;
- Understanding, perception and awareness of apprenticeship;
- Training and skills development; and
- Responding to the needs of the Manitoba labour market.

All recommendations were developed using a consensus decision-making model.

The recommendations provide direction for substantial changes to the structure of the apprenticeship training and certification system in the province. The Commission also recommends the promotion of apprenticeship as a career of first choice to students, educators and employers with particular attention paid and supports provided to Aboriginals, women and immigrants.

The findings and recommendations of the AFC indicate that the Department of Competitiveness, Training and Trade has a strong platform in Apprenticeship from which to build on. The survey and consultations with stakeholders determined that the quality of training was considered very high. Stakeholders were seeking changes in the structure and administration of the system rather than the content of the training. The intent of the Branch is to move forward with a growth agenda for the apprenticeship training and certification system which is in line with the May 2007 commitment to increase the number of apprenticeship positions by 4000 over the next four years.

Program Development

Program development involves defining the scope of a trade, reviewing (or developing) the occupational analysis for the trade, developing both the technical training standard, the practical training record book, and developing and validating unit tests, placement tests, provincial certification examinations, and practical certification examinations. This work is coordinated by the Branch and involves the direct participation of Provincial Trade Advisory Committees (PTACs). The Board reviews and approves each PTAC's program development efforts. In 2007/08 program standards

were approved for 4 trades, including Sprinkler System Installer, Aircraft Maintenance Journeyperson and Insulator (Heat and Frost), Industrial Welder.

Provincial Trade Advisory Committees (PTACs)
Through a Provincial Trade Advisory Committee (PTAC), Manitoba industry advises on the regulation of, and content standards for, apprenticeship training and certification in their respective trades. Additionally, PTACs validate training standards and examinations. PTAC members are appointed by the Board. There were 40 PTACs representing 41 trades in 2007/08.

Technical Vocational Initiative

The original Technical Vocational Initiative (TVI), a joint initiative between Manitoba Education, Citizenship and Youth (MECY) and Manitoba Advanced Education and Literacy (MAEL), began in April 2004 to revitalize technical vocational education in Manitoba. In 2007, TVI was renewed for four years (2007-2011) and also became part of a third department, Manitoba Competitiveness, Training and Trade (MCTT). A core objective of the Initiative is to address labour market needs, as reflected in the existing and growing skilled labour shortage. From a broader perspective, TVI is part of an effort to offer Manitobans a comprehensive continuum of technical vocational education and training pathways that are universally accessible, seamless across education levels, synchronized with labour market needs and career focused. The renewed TVI continues to build on the successes achieved in relation to the six Pillars of Action, namely

- to improve the image of vocational careers;
- to enhance awareness of technical vocational programming and trade related opportunities;
- to ensure relevance to labour market needs;
- to facilitate program articulation between high schools and colleges;
- to develop strategies to address technical vocational teacher currency and shortages; and
- to increase funding to support technical vocational equipment upgrades.

The expected outcomes of the TVI are to have:

- increased student enrolment rates in high school and college technical vocational programs;
- increased graduation rates from high school and college technical vocational programs;
- increased transition rates from high school to college technical vocational programs;
- increased employment rates into technical vocational careers; and
- increased community capacity to address skilled labour shortages, allowing for greater provincial competitiveness in industry sectors.

Operations: A core three person staff is responsible for carrying out the day-to-day activities of the unit and to develop appropriate strategies and action plans for the Action Pillars. An executive director provides leadership and direction to ensure action and progress on the Action Pillars, reports on TVI activities and plans, and liaises with a broad range of stakeholders and groups to solicit support and co-operation for the goals of the Initiative.

The TVI consultant provides ongoing, regular contact with the field and monitors the progress of projects and the status of TVI supported activities, and is responsible for providing action plans and status reports.

The team is complemented by one administrative support staff who tracks expenditures and provides overall administrative support.

Activities: TVI has initiated various activities related to each of the action pillars. Most of these activities are ongoing or multi-year.

Image: TVI works with schools, colleges, business, industry, labour and department partners MECY, MAEL, and MCTT - Apprenticeship Branch) to promote a more positive and accurate image of trades and technical vocational education.

The Technical Vocational Initiative:

- Presents to educational stakeholder groups: participates at Rotary Career Symposium, Brandon Career Fair, Brandon Rural Forum, EastMan Career Fair, Red River College Career Day, Northern Aboriginal Festival and Community Awards (NAFCA), University College of the North Career Expo and Job Fair; Tri-College Apprenticeship Forum
- Sponsored the Manitoba Association of Parent Councils (MAPC) Conference (2007);
- Created and distributed Technical Vocational Initiative Essential Skills classroom posters to Grade 8 to Grade 12 classes throughout the Province; and
- Attends and participates in the Northern Aboriginal Festival and Community Awards and the Thompson Career Fair.

Awareness: Many awareness activities are linked to image activities, including Demonstration Projects, presentations and promotional activities. The "Lessons Learned" project committee promotes networking opportunities, assesses project impact, and facilitates information dissemination.

The Technical Vocational Initiative:

- In partnership with MECY's Instruction, Curriculum and Assessment Branch provided the "New Real Game" online career tool to over 300 Manitoba schools and also sponsored professional development for teachers.
- Was a key partner providing a two day career development in-service with Phil Jarvis in Frontier School Division in March 2008.
- Promotes the Senior Years Apprenticeship Option (SYAO): with ongoing TVI strategic and financial support (Demonstration Project Funding) to schools, SYAO continues to grow. The number of students enrolled in the program as of spring 2008 school year is approximately 700. This is nearly a 400% increase over the past four years.
- Web site, available at www.edu.gov.mb.ca/tvi provides current information on relevant activities:
  - equipment and demonstration project information;
  - access to various documents; and
  - links to related, relevant sites.

Program relevance and currency:

- to ensure that curricula are current and relevant to students, business, industry and general labour market needs, twelve programs are under review: Automotive Technology, Commercial Food Services, Building Construction, Hairstyling, Health Care Aide, Autobody, Welding, Electrical, Electronics, Drafting, Information Technology and Media Production. Notable features in the new curricula will be an identifiable emphasis on essential skills, sustainable development, and safety units.
- TVI will provide an online teaching resource (CDX On-line) for all automotive programs in the Province. A two day training session for instructors will be held in May 2008.
- CATIA (Computer Aided Three Dimensional Interactive Application) Project: CATIA is a multi platform Computer Assisted Design (CAD)/ Computer Assisted Manufacturing (CAM)/ Computer Assisted Engineering commercial (CAE) software suite used for product development through conceptualization, design, manufacturing and analysis. The Technical Vocational Initiative sponsored CATIA project is well underway. The overall project objective is to provide innovative, state-of-the-art design engineering learning opportunities for Manitoba youth. There are currently ten schools throughout the Province involved in the project. Red River College, Assiniboine Community College and the Faculty of Engineering at the University of Manitoba are partners in the project. In conjunction with Dassault Systeme, Re-engineering Australia (REA) and Engineering.com, TVI was able to provide participating schools and colleges with state-of-the art design software with a commercial license value of approximately $7.5 million. TVI continues to work closely with REA on the development, training and implementation of this project, a first in Canada.

Articulation: a program articulation framework template has been developed to facilitate the effective articulation between secondary and post-secondary programming.

Vocational teacher currency and shortages: TVI promotes, funds and conducts professional development activities that help maintain and/or enhance vocational teacher effectiveness, awareness of, and currency with industry and trade developments. TVI continues to support strategies to remove barriers and disincentives to trades people considering entering the teaching profession.

Equipment and Professional Development: for equipment upgrades and associated professional development

2004/2005 Awarded $664,100 to 17 schools for equipment upgrades and $35,300 for associated professional development.

2005/2006 Awarded $639,200 to 39 vocational schools across the Province for equipment upgrade purchases and $59,000 for associated professional development.

2006/2007 Awarded $599,600 to 29 vocational schools across the Province for equipment upgrade purchases and $55,000 for associated professional development.

2007/2008 Awarded $599,700 to 27 vocational schools across the Province for equipment upgrade purchases and $61,000 for associated professional development.

Demonstration Projects: to address one or more of the Technical Vocational Revitalization pillars of action

2004/2005 Awarded $205,000 to 16 schools/divisions.

2005/2006 Awarded $300,000 to 28 schools/divisions; 12 continuing and 16 new projects.

2006/2007 Awarded $298,000 to 27 schools/divisions; 12 continuing and 15 new projects

2007/2008 Awarded $464,000 to 20 schools/divisions: 3 continuing and 17 new projects.

Committees:

The TVI sponsors and participates in a number of committees.

- Technical Vocational Education Advisory Committee (TVEAC): is a twenty-one member committee representing eighteen stakeholder groups, including colleges, Manitoba Teacher's Society parent councils, vocational and industrial arts teachers, school administrators, labour, business and industry, aboriginal education, and Apprenticeship.
- Lessons Learned Committee: brings together school/divisional project leaders to share demonstration project status, impact, and lessons learned.
- Program Review Committees: The Committees review technical vocational program curricula for articulation agreements and develop recommendations and templates to facilitate the process.
- Safety Co-ordination Committee
- Vocational Administration Group
- Professional Learners Group
- Career Development Initiative

10-3(d) Apprenticeship

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	3,100.9	49.00	3,108.1	(7.2)	
Total Other Expenditures	2,011.9		2,054.5	(42.6)	
Total Training Support	3,037.3		2,631.7	405.6	
Total Expenditures	**8,150.1**	**49.00**	**7,794.3**	**355.8**	

EMPLOYMENT MANITOBA

Employment and Training Services (ETS) programming is focussed on assisting Employment and Income Assistance (EIA) recipients and other low income Manitobans to prepare for, find and keep sustainable employment while addressing the workforce requirements of Manitoba employers and communities. ETS programs and services are described below.

ETS programming is administered by Employment Manitoba. Employment Manitoba also has primary responsibility for design and delivery of programming funded under the Labour Market Development Agreement (LMDA).

Employment Manitoba's vision is to be Manitoba's first resource for building a dynamic and diverse workforce, responsive to the changing needs of the labour market. Working within the context of Manitoba's labour market, Employment Manitoba assists over 30,000 individuals each year in defining and achieving their employment goals by delivering programs, services and resources directly, and by creating partnerships with community stakeholders. Employment Manitoba works with employers and business to help address their workforce development and adjustment requirements.

Direct Employment Services
Staff in Employment Centres located throughout Manitoba are responsible for co-ordinating, developing, and maintaining a range of employment services, including support for skills training, to prepare Manitobans for employment. Employment Manitoba staff work with employers and community organizations to facilitate employment opportunities.
Activities available to individuals in Employment Manitoba Centres include employability and prior learning assessment, employment counselling and support for and referrals to: job readiness training; job placement; work placement with wage assistance; skills training; pre-employment skills training; and literacy upgrading.

Skills Development
This program provides skills training opportunities to Employment and Income Assistance recipients in high-demand occupations or occupational areas experiencing skill shortages, either through direct support to individuals or through community based organizations under contract with Employment Manitoba to deliver programming.

National Child Benefit
Under the NCB program, skills training opportunities, in high-demand occupations or occupational areas experiencing skill shortages, are provided to low income Manitobans.

Taking Charge!
Taking Charge provides skills training opportunities, in high-demand occupations or occupational areas experiencing skill shortages, to women.

New Careers North
Employment Manitoba partners with employers, community organizations, and federal and local governments to design, develop and provide funding support for skills training projects that meet the unique and diverse needs of northern communities. Support is also available to eligible individual clients.

Community-Based Employability Projects
This program provides funding to non-profit, community-based organizations to operate training and employment projects for income assistance clients with disabilities. Project activities include life skills training, pre-employment preparation and on-the-job work experience leading to employment.

Employment Partnerships
Funding is provided to Manitoba employers and community training partners to support the development and implementation of job-specific, workplace-based training that is tailored to the needs of the employer and addresses the skill development and employment needs of income assistance clients. Program activities may include pre-employment preparation, job-specific skills training, and on-site (hands-on) training.

Wage Subsidies
Wage subsidies assist unemployed Manitobans to gain sustainable employment through direct work experience. Wage subsidies can help unemployed people in receipt of income assistance to gain experience to secure long-term employment. Program activities include referral and pre-screening services to assist in matching employers with workers; job trials to test employee/employer fit prior to making a hiring commitment; and wage subsidies to offset the cost of training and hiring new workers.

Community Partnerships Projects
Under this program, Employment Manitoba contracts with non-profit, community-based organizations to develop and deliver employability skills training and/or work experience placements that prepare income assistance clients for employment. Activities may include employability assessment, pre-employment preparation, academic/literacy training, on-the-job work experience and employment placement.

Floodway Training Initiatives
Working with Manitoba Floodway Authority, Employment Manitoba develops the infrastructure to train Aboriginals, women, persons with disabilities and visible minorities for employment opportunities related to the expansion of the Red River Floodway and thereby contribute to meeting the future needs of skilled labour and the development of a more representative workforce in Manitoba.

Canadian Agricultural Skills Service
In partnership with the Department of Agriculture, Food and Rural Initiatives and Agriculture and Agri-Food Canada, Employment Manitoba provides funding and assistance to eligible farmers and their spouses or common-law partners to develop knowledge and abilities to enhance farm productivity or to supplement their farm incomes.

Job Referral Service
Employment Manitoba collects applications from qualified job seekers and provides employers with qualified workers for employment opportunities created by the construction of three hydro generating plants in Northern Manitoba and the Manitoba Floodway Expansion.

Projected and Actual Results by Program, 2007/08, 10-3(e)

	Clients Served* (New Services)	
PROGRAM	**Projected**	**Actual**
Direct Employment Services	1,350	1,210
Skills Development	300	614
NCB	350	377
Taking Charge! – Individualized Skills Development	150	181
New Careers North	150	166
Employment Partnerships	50	41
Wage Subsidies	75	36
Community Partnerships Projects	200	345
Floodway Training Initiative	40	46
Canadian Agricultural Skills Service (CASS)**	400	740
Job Referral Service***	1,300	1,769

* Clients with Service Start Dates between April 1, 2007 and March 31, 2008 as at May 16, 2008. Active and Closed cases only. Active, Complete and Terminated services only.
** Includes all clients who received any level of service through a CASS service provider (i.e. number who applied). A total of 588 of these clients had an Individual Learning Plan approved.
*** Number of job seekers registered in the Job Referral System with case creation dates between April 1, 2007 and March 31, 2008. Target include 300 Floodway registrations and 1,000 Wuskwatim Hydro Dam. Actuals by project include 538 Floodway and 1,389 Wuskwatim. *Note: project numbers do not add to total number of job seekers.*

10-3(e) Employment Manitoba

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	4,518.2	83.20	5,554.2	(1,036.0)	*1*
Total Other Expenditures	1,947.7		2,854.2	(906.5)	*2*
Total Training Support	7,574.8		8,090.2	(515.4)	
Less: Recoverable from Family Services	(107.5)		(300.0)	192.5	*3*
Total Expenditures	**13,933.2**	**83.20**	**16,198.6**	**(2,265.4)**	

1. *Under expenditure due to unbudgeted vacancies.*
2. *Cost sharing with other departments and delays in projects.*
3. *Less clients requiring the wage subsidy program.*

Canada-Manitoba Labour Market Development Agreement

The Canada-Manitoba Labour Market Development Agreement (LMDA) is the mechanism through which Manitoba receives funding from the Government of Canada Employment Insurance (EI) Account to support labour market programming. Employment Manitoba has primary responsibility for design and delivery of programming funded under the Labour Market Development Agreement (LMDA). Employment and Training Services (ETS) programming is also administered by Employment Manitoba.

Employment Manitoba's vision is to be Manitoba's first resource for building a dynamic and diverse workforce, responsive to the changing needs of the labour market. Working within the context of Manitoba's labour market, Employment Manitoba assists over 30,000 individuals each year in defining and achieving their employment goals by delivering programs, services and resources directly, and by creating partnerships with community stakeholders. Employment Manitoba works with employers and business to help address their workforce development and adjustment requirements.

Service Needs Determination/Employment Counselling
Service Needs Determination is used to assess an individual's requirement for employment and/or training services and programs and temporary income support. It also refers individuals to other appropriate services. Participants may complete a service needs questionnaire to assess job readiness. Staff may determine participants' EI eligibility status, and refer job-ready participants to job search resources, and non job-ready clients to employment counselling.
Employment counselling activities include in-depth assessment of employment barriers, skills and strengths including prior learning, and the development of a mutually agreed upon employment plan. Counsellors negotiate the level of financial support with the client and follow up to evaluate results and reassess the plan.

Labour Exchange
This service provides an information exchange on available job and training opportunities to assist in linking unemployed individuals with work opportunities while assisting employers in recruiting qualified employees. Information is taken continuously, updated daily and is available in electronic and written formats. Information is disseminated through self-serve information products including Job Bank kiosks, the Internet, and the Electronic Labour Exchange.

Labour Market Information
Labour market information is gathered, analyzed, produced and disseminated regarding local, provincial and national labour market trends and conditions to help unemployed individuals in their job search, workers in their career development activities, employers, students, governments and training providers. Primarily, the federal and provincial Labour Market Information units gather information. Employment Centre staff also gather local information. Information is disseminated in electronic and written formats in a timely fashion.

Employment Partnerships
This program provides funding to enable communities, sector associations and employers address labour force development needs while assisting eligible EI insured individuals to gain sustainable employment. Program activities may include pre-employment preparation, job-specific skills training, and on-site (hands-on) training.

Skills Development
Skills Development is designed to assist eligible EI insured clients to obtain skills training/apprenticeship training and/or upgrading to facilitate sustainable employment. Skills grants are available to provide financial assistance to eligible clients for skills training. Grant levels are determined through negotiated financial assistance as part of the mutually developed employment plan. Skills loans allow participants timely access to student loans via Employment Manitoba Employment Centres (administered through Manitoba Student Aid). These loans are intended to be an affordable means for clients to access funds to cover their contribution to the mutually developed employment plan.

Self Employment
Self Employment is designed to assist eligible EI insured individuals to create jobs for themselves by starting a business. The Self Employment program is administered by local sponsors who will: evaluate the individual's business idea; assess whether the individual is a suitable candidate; provide coaching in business plan development and implementation; offer advice and support; and direct the participant to other supports as needed. Candidates must be

prepared to contribute money, work or equipment toward the business.

Wage Subsidies
Wage Subsidies assist eligible EI insured individuals to gain sustainable employment by providing financial assistance for direct work experience.

Employment Assistance Services
Employment Assistance Services assist all unemployed Manitobans to prepare for, find and keep jobs by providing a variety of employment-related services. Employment Assistance Services can be tailored to the specific needs of individual clients and/or local communities. Employment Assistance Services can be provided by a variety of organizations which can deliver a combination of the following services: employment plan development; case management; assessment and employment counselling; self-service labour market information; job search assistance; job finding clubs; job referral and placement; diagnostic and testing services; and brokered access to other measures.

Labour Market Partnerships
Labour Market Partnerships encourages communities, sector associations and employers to address labour market development, labour force development and workforce adjustment issues, thereby assisting unemployed and job-threatened individuals to gain and/or keep sustainable employment. Activities may include labour force adjustment activities to facilitate the employment of job-threatened workers and workforce development planning to support local labour market development.

Research and Innovation
Research and Innovation provides financial support to organizations that research and/or design projects that are practical and that identify innovative ways of helping individuals prepare for, find, return to, or maintain sustainable employment and/or strengthen and promote province-wide or regional labour force development.

Projected and Actual Results by Program, 2007/08, 10-3(f)

	Clients Served* (New Services)	
PROGRAM	**Projected**	**Actual**
Service Needs Determination / Employment Counselling**	27,000	28,232
Employment Partnership	300	328
Skills Development	5,000	5,740
-Apprenticeship	-	2,615
-other skills development	-	3,125
Self Employment	250	240
Wage Subsidies	250	206
Employment Assistance Services***	9,500	11,900
Labour Market Partnerships	N/A	N/A
Research and Innovation	N/A	N/A
Labour Exchange – Job Bank Orders	40,000	40,602
Labour Market Information	N/A	N/A

N/A Clients are not directly served by these programs.
* Clients with Service Start Dates between April 1, 2007 and March 31, 2008 as at May 16, 2008. Active and Closed cases only. Active, Complete and Terminated services only.
** Generally all Employment Manitoba clients receive service needs determination/assessment services.
*** EAS contracted services only.

LMDA Results Measures, Targets and Actuals, 2007/08		
	Targets 07/08	Actual 07/08*
NUMBER OF EI ACTIVE CLIENTS SERVED	13,000	13,216
NUMBER OF RETURNS TO WORK (EI Insured)	9,000	8,613
UNPAID BENEFITS TO THE EI ACCOUNT	$33,000,000	$36,647,823

* * As at March 31, 2008. Results measures are not finalized until May 31, 2008.

10-3(f) Canada-Manitoba Labour Market Development Agreement

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	6,467.1	116.60	6,527.7	(60.6)	
Total Other Expenditures	1,124.4		979.0	145.4	
Total Training Support	46,355.5		46,666.0	(310.5)	
Total Expenditures	**53,947.0**	**116.60**	**54,172.7**	**(225.7)**	

Industry and Labour Force Invesment Fund

The Industry and Labour Force Investment Fund (ILFIF) was created to ensure that Manitoba remains competitive in attracting, retaining and expanding business in the province by investing in workplace training. Through training supports to industry and provincial Sector Councils, the fund, administered through Industry Training Partnerships (ITP), assists business to meet operational goals by developing their workforce to achieve high performance and productivity targets.

ITP has a mandate to promote private sector involvement and investment in human resource development and workplace training, and to link skill development with provincial economic development priorities.

ACTIVITIES/RESULTS

The ILFIF was established in 2007/08 to attract and maintain jobs, expand investment by industry in training and human resource development, and equip small and medium-sized enterprises to respond to industry changes including global competition.

This year, the fund has enabled the development of three new Sector Councils - construction, printing and northern employers sectors. As well, focused long-term human resource planning is occurring in 12 priority sectors of the economy: aerospace, life sciences, tourism, manufacturing, customer contact, film, audio recording, arts and cultural industries, environment, information and communication technologies, new media, and agri-food processing. Sector Councils in these areas are permitting collaboration and collective action on skills issues, promoting economies of scale in addressing human resource challenges to benefit all industry partners. Activity in this initial year has included: establishment of new sectors, expansion of existing sectors, human resource studies and development plans, curriculum development, and Essential Skills training.

10-3(g) Industry and Labour Force Investment Fund

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Expenditures	1,597.3	-	1,600.0	(2.7)	
Total Expenditures	**1,597.3**	**-**	**1,600.0**	**(2.7)**	

COMMUNITY AND ECONOMIC DEVELOPMENT

COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE

OBJECTIVES

The Community and Economic Development Committee (CEDC) is a sub-Committee of Cabinet responsible for the initiation and co-ordination of community and economic development activity across government departments. CEDC is chaired by the Minister of Agriculture, Food and Rural Initiatives and includes six other Cabinet Ministers. CEDC is supported by the CEDC Secretariat.

The CEDC Secretariat provides analytical and administrative support to the Committee. Secretariat and staff assist the Committee in the development and implementation of policy and projects consistent with the community and economic development priorities of government.

The Secretariat works in co-operation with business, community, Aboriginal, labour, social and environmental organizations and economic development agencies, as well as with the Premier's Economic Advisory Council, on policy and projects to support healthy and vibrant communities, and strong and sustainable economic growth in Manitoba.

Activities of the Secretariat encompass a broad range of policy areas, including rural and agricultural issues, northern development, urban revitalization, environmental and natural resource issues, public infrastructure projects, investment and industry attraction and expansion, Aboriginal and ethno-cultural issues, clean energy development, cultural policy, research and innovation, education and training, and poverty and social justice issues.

The Secretariat also provides work placement and mentorship opportunities for government interns.

ACTIVITIES/RESULTS

Some of the specific results achieved through the involvement of the Secretariat were:

Community Economic Development Initiative – Co-ordinated inter-departmental community economic development (CED) activities, based on the CED Policy Framework and Lens. The CEDC Secretariat chairs an inter-departmental CED Working Group, which develops policy tools to support CED and encourages government efforts to assist marginalized communities in building social, human and financial capital.

Industry Attraction – Co-ordinated cross-departmental to attract new and expand businesses in Manitoba, to provide employment and economic benefits to the province. Community Development Trust money was announced by the Province in March 2008 to provide assistance for the expansion of the Springhill Farms Processing Plant (Neepaw) and Maple Leaf Foods (Brandon) to support the secondary processing of agriculture commodities, provide capacity to mitigate potential trade issues, and to protect Manitoba's waterways.

Hydro Exports – Co-ordinated activities with Manitoba Hydro and government to develop export opportunities for Manitoba's clean and renewable hydro-electricity, to support climate change strategies, maximize opportunities for Aboriginal and northern involvement and benefit, and stimulate economic development in the north and throughout Manitoba.

New Renewable Energy Development: Worked with Manitoba Hydro, government departments, business and community stakeholders to support the development of new renewables, including wind power, ethanol, bio-mass and biodiesel, which support economic development and Manitoba's climate change strategy.

Assiniboine Community College (ACC) – Worked with other departments and partners to complete the redevelopment of the former Nurses' residence into the Manitoba Institute of Culinary Arts, housing Assiniboine Community College's culinary arts and hospitality programming, which opened for students in 2007. Announced the redevelopment of the Pine Ridge building, including new buildings to house the Len Evans Trades and Technology

Centre.

Housing - Co-ordinated inter-departmental activities on low income housing policies and programs, the Affordable Housing Initiative and Waverley West.

Gaming – Co-ordinated activities between government, industry stakeholders, Manitoba First Nations, the Manitoba Gaming Control Commission and the Manitoba Lotteries Corporation to explore and address issues and opportunities within Manitoba's gaming industry, with a focus on creating sustainable economic opportunities, and supporting government's commitment to close the gap in the standard of living between First Nations and non-First Nations in Manitoba.

EDS – In 2008, the CEDC secretariat successfully negotiated a training assistance agreement with EDS Canada to establish a new Information Technology Centre in Winnipeg which will employ over 600 people.

Recreation – CEDC works with all levels of government and non profit organizations, to improve recreational opportunities throughout the province, including new capital projects in Brandon, Arborg, The Pas and Portage la Prairie, who have already benefited.

10-4(a) Community and Economic Development Committee

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,168.8	12.00	1,138.8	30.0	
Total Other Expenditures	322.4		354.1	(31.7)	
Total Expenditures	**1,491.2**	**12.00**	**1,492.9**	**(1.7)**	

PREMIER'S ECONOMIC ADVISORY COUNCIL

OBJECTIVES

The Premier's Economic Advisory Council (PEAC) is a group of 32 prominent Manitobans who have been invited by the Premier to provide him with confidential advice on a wide range of issues affecting Manitoba's economy. The membership of PEAC consists of business, labour, education, research, community and Aboriginal leaders. PEAC is co-chaired by Bob Silver, President of Western Glove Works, and Robert Ziegler, President of the United Food and Commercial Workers Union, Local 832.

ACTIVITIES/RESULTS

PEAC has made recommendaitons in the areas of strategies for attracting investment, expanding immigration, enhancing skills and labour force development and retention, improving the image of our province, expanding natural resource development, establishing a long-term vision for research and development, increasing local investment, ICT procurement, enhancing Aboriginal economic development, increasing opportunities for commercial fishing, competitiveness & red tape reduction, and increasing the effectiveness, efficiency and productivity of Manitoba's publicly funded health care system.

Some specific activities of PEAC have been:

Promotion of Manitoba - PEAC identified that Manitoba's future economic success is influenced by how others view Manitoba and how Manitobans view themselves. The Premier asked his council to show leadership in promoting the province. PEAC formed a broad-based task group to develop a promotion strategy, followed by a second task group to develop an implementation strategy. The goal of the project is to create a fresh, new way of communicating the Province's unique identity to raise our profile and tell the world what a great place Manitoba is to live in, work in, invest in and visit. PEAC has provided advice to the Premier on the creation of a private, community volunteer-driven promotion council which will operate separately from Government.

Transportation – PEAC held a facilitated planning session during which it reprioritised its goals and areas of interest. One of the key strategic areas that the council decided to consider was that of capturing Manitoba's transportation and intermodal opportunities. At the Premier's urging, PEAC laid the groundwork to move forward on the establishment of an inland port in Winnipeg. The vision for the inland port includes intermodal transportation assets, infrastructure investments and trade-oriented economic development opportunities in Winnipeg and Manitoba. This work is ongoing in partnership with the private sector, and other key partners.

New Rural Economy – PEAC also recognised that it would be beneficial to undertake a comprehensive review of opportunities developing in the rural economy. With a better understanding of how other jurisdictions are responding to demographic shifts and by investing in value-added alternatives and new, innovative processing, PEAC's task group will come forward with recommendations on how the provincial government can work with agricultural producers to grow the rural economy.

10-4(b) Premier's Economic Advisory Council

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	171.5	2.00	171.5	-	
Total Other Expenditures	134.0		242.8	(108.8)	*1*
Total Expenditures	**305.5**	**2.00**	**414.3**	**(108.8)**	

1. Spending dependant on the direction of Council .

TRADE AND FEDERAL-PROVINCIAL AND INTERNATIONAL RELATIONS

FEDERAL-PROVINCIAL AND INTERNATIONAL RELATIONS

Federal-Provincial Relations

The Federal-Provincial Relations Branch provides strategic policy advice, analysis and support in managing Manitoba's relationships with the federal government and other provincial and territorial (PT) governments on matters of intergovernmental significance. The branch promotes Manitoba's interests in the development of interprovincial/territorial positions and policies by working with other provinces and territories, and to the federal government in the development and implementation of its national policies.

A major dimension of Federal-Provincial Relations' role is to ensure a consistent corporate strategy and position regarding Manitoba's priorities for action in the intergovernmental arena. The Branch also ensures that members of the Government of Manitoba have adequate and timely information on the implications resulting from national and regional trends and the implementation of programs and policies by other PT governments and by the federal government.

Principal Activities in 2007/2008

In 2007/2008, the office's activities included the following:

- Provided comprehensive strategic briefing materials in support of meetings of First Ministers, the Council of the Federation, the Western Premiers' Conference, and a range of bilateral and multilateral meetings between the Premier and the Prime Minister, Federal Ministers, and other Premiers.
- Implemented Cabinet's direction in dealing with Manitoba's strategic federal-provincial priorities.
- Collaborated with other provinces and territories to support the work of Premiers through the Council of the Federation and the Western Premiers' Conference.
- Represented Manitoba at federal-provincial and interprovincial Deputy Ministers' and senior officials' meetings and on a number of committees that prepare for major intergovernmental conferences.
- Reviewed and evaluated policy and program initiatives as they relate to intergovernmental relations and acted as a liaison in providing strategic policy advice on relations with the federal government and other provinces and territories.
- Co-ordinated interdepartmental activities on intergovernmental policies and issues.

Highlights in 2007/2008

The Western Premiers' Conference brings together the Premiers of the western provinces and territories to address issues of mutual interest and concern. The 2007 meeting was held in Iqaluit, Nunavut from July 4-6 2007 and focused on the unique challenges facing our northern communities. Agenda items focused on issues related to the northern Premiers' vision for the territories, including issues related to devolution; the impact of climate change on northern communities, the importance of economic diversification, infrastructure and skilled populations for building sustainable communities; healthy living strategies and Aboriginal relations.

The Council of the Federation (COF), the organization of Canada's Premiers, met on three occasions: in May and August 2007 and in January 2008. On May 1, 2007 Premiers held a working meeting in Toronto to discuss issues and opportunities for collaboration in the areas of climate change and energy. Building on this work, at their annual summer meeting held from August 8-10, 2007 in Moncton, New Brunswick, Premiers released an energy strategy entitled *A Shared Vision for Energy in Canada* and a compilation of best practices in addressing climate change. They also

agreed to a series of specific outcomes including: to develop consistent and verifiable measurement of greenhouse gas emissions by joining The Climate Registry; to collectively produce an additional 25,000 megawatts of renewable energy by 2020; and to recapture methane gas from large landfills. Premiers also made progress on strengthening internal trade in Canada including the development of a five-point plan to enhance the Agreement on Internal Trade and agreement on an enforceable dispute resolution mechanism, and endorsed a plan to improve international trade and immigration.

The COF met with national Aboriginal leaders in advance of their annual summer meeting, where they discussed a range of issues including the outcomes of the Aboriginal summits on health, women's issues, and economic development hosted by individual Premiers throughout 2006-07. Premiers also agreed to formalize the current tradition of meeting with Aboriginal leaders via a commitment to meet annually with the leaders from the five national Aboriginal Organizations.

The annual winter meeting of the COF took place in Vancouver on January 28, 2008, at which Premiers discussed issues related to climate change and reviewed progress in meeting their commitments on internal trade.

The winter meeting of Premiers was followed by a COF-sponsored forum on climate change adaptation, hosted by B.C. Premier Gordon Campbell. This forum focused on adaptation issues related to water, northern climates and forestry and prompted a follow-up summit of experts held in Toronto March 31- April 1, 2008. The *Planning for Today – Climate Change Adaptation Summit* brought together scientific, technical, and policy expertise from government and non-government organizations and was focused on the themes of water management planning, physical infrastructure and emergency preparedness.

On January 11, 2008, Premiers attended a First Ministers' Meeting in Ottawa, Ontario. Issues for discussion focused on the economy, including the impacts of the rising Canadian dollar and its affect on Canadian industries.

The COF was invited to meet with the newly formed Council for the Australian Federation (CAF) in follow up to the April 2006 meeting of Australian premiers and the COF in Montreal. In response to this invitation, Premier Doer led a Canadian delegation to Adelaide, Australia to meet with the CAF in February 2008. Participating jurisdictions discussed climate change and its impacts on water quality and quantity; ways for sub-national governments to encourage productivity and innovation; supporting health care systems in our respective countries; and comparative experiences with federalism in Canada and Australia. Agreement was reached for participating jurisdictions to pursue the collection and exchange of best practices related to climate change and to productivity and innovation. Participating jurisdictions also agreed to meet in 2008 around the next Conference of the Parties to the United Nations Framework Convention on Climate Change to discuss progress on the *Declaration of the Federated States and Regional Governments on Climate Change* and on the development of a future international climate change regime. They also agreed that the next meeting between Canadian and Australian delegations would take place in Canada in 2010.

Other Highlights

The branch continued its work supporting Manitoba-led items on the COF workplan. In 2007/08, Manitoba continued to focus on resolving long-standing issues related to internal trade, an ongoing effort co-led by the Premiers of Manitoba and New Brunswick.

The branch continued to support efforts to promote Manitoba's needs and priorities with the national government, such as Aboriginal issues, infrastructure and labour market agreements, and a number of specific bilateral initiatives.

In September 2007, Premier Doer led a Manitoba mission to Ottawa on youth crime and auto theft to promote the need for tougher sentences for those who commit serious crimes and for national action on auto theft.

Premier Doer and Premier Campbell signed a Memorandum *of Understanding on Cooperation on Climate Action and Other Issues of Mutual Interest* in October 2007, under which Manitoba and British Columbia will join forces to deal with climate change, improve conditions for Aboriginal citizens, and further international relations and trade.

Manitoba hosted a national Aboriginal health working summit in March, 2008, attended by Aboriginal leaders from across the country, provincial and territorial ministers and officials. The summit was a follow-up meeting to the 2006

National Summit on Aboriginal Health in Vancouver, BC.

Canada-U.S. and International Relations

The Canada-U.S. and International Relations (CUSIR) Branch has overall responsibility for the coordination, monitoring and reporting of Manitoba's international relations. The Branch also provides strategic policy advice and support to the international activities of the Premier and the Minister of Competitiveness Training and Trade. The Branch also facilitates the involvement of Manitoba firms and organizations and oversees the government's involvement in international development projects.

Principal Activities in 2007/08

In 2007/08, the main activities of Canada-U.S. and International Relations' were to:

- Coordinate the implementation of Reaching Beyond our Borders – The Framework for Manitoba's International Activities to promote a strategic approach to Manitoba's international relations;
- Build strategic relationships with governments within Canada such as the Department of Foreign Affairs and International Trade as well as governments outside Canada; and
- Provide strategic and operational advice to the government in support of its international interests including negotiation and advice on international agreements.

Highlights in 2007/08

The Branch's activities include monitoring the implementation of *Reaching Beyond Our Borders - The Framework for Manitoba's International Activities* (http://www.gov.mb.ca/international/). This document is intended to guide how Manitoba will engage the global community to help achieve the province's prosperity targets and harness our competitive strengths. The Branch provided briefing materials and support to strategic missions to the U.S., and other international destinations. The Branch also supported advocacy meetings with numerous U.S. governors and congressional delegates, Ambassadors, and senior representatives from the U.S. Administration and the Canadian Government.

Advice and support were provided on a number of key policy initiatives such as trans-boundary water issues; the Western Hemisphere Travel Initiative, the U.S. Farm Bill, including Country-of-Origin-Labelling, and regional efforts to address climate change and to encourage the development of renewable energy sources.

Close relationships were maintained with officials from other provincial governments as well as the Government of Canada on issues such as the development of Enhanced Drivers' Licenses as alternatives to passports under the Western Hemisphere Travel Initiative. Relationships were also forged or maintained with officials in other jurisdictions, on a bilateral basis, such as with the State of South Australia; regionally, through organizations such as the Western Governors' Association, the Midwestern Governors' Association and the South East U.S. States; and multilaterally through continued involvement in the Leaders' Summit on North American Relations. Canada U.S. and International Relations also continued to support existing francophone relations such as Manitoba's relationships with the Department Conseil General du Bas Rhin. Additionally, the Branch provided ongoing co-operation and co-ordination between departments involved in international relations, including the review of 4 new international agreements.

The Branch also supported Manitoba's participation in international development projects and international aid through continuing the partnership with the Philippines Department of the Interior and Local Government (Local Government Academy) and with the North West Province of South Africa.

The Branch also continues to support Manitoba companies' access to international development work by participating in the World Bank's Private Sector Liaison Officer network and acting as the point of contact between the Manitoba Government, Manitoba businesses and the World Bank.

International Education

The International Education Branch (IEB) was established in 2000 and coordinates international education-related

activity across several government departments including Competitiveness Training and Trade (CTT), Education Citizenship and Youth (ECY), Advanced Education and Literacy (AEL) and works closely with Labour and Immigration (LIM) and Manitoba's educational institutions. IEB works to support the vision contained in Reaching Beyond Our Borders to promote global awareness/competency, increase the cross-cultural exposure of Manitobans; maximize the benefits of international education to the Manitoba economy; encourage an approach to international education that engages all levels of education, stakeholders, fields of study/training, and all regions of Manitoba; and enhance international recognition of Manitoba as an excellent source of high quality, affordable education and training programs and services.

The IEB continues to serve as a first-contact for international education matters, develop international education policy, and respond to inquiries and requests from international students, agents, and institutional partners. The IEB also liaises with institutions and organizations to coordinate recruitment, offer marketing assistance, and develop partnership strategies for the export of education services and products.

International student enrolments grew approximately 10% year-over-year despite a highly competitive international environment. The estimated economic impact from these students is over $64 million annually. In fact, during the last six years, our province has experienced the greatest percent increase (102%) of international students in all Canadian provinces.

Highlights for 2007/08

IEB continued to carry out its responsibilities under the agreements with Citizenship and Immigration Canada (CIC) and Manitoba public post-secondary institutions to allow international students to work off-campus. On April 27th, 2006, Citizenship and Immigration Canada formally launched the off-campus work program across Canada. The program was expanded to include select private post-secondary institutions in 2007. These programs, in combination with the federal Post Grad Work Permit Program and Manitoba's Provincial Nominee Program (PNP), are attracting and retaining international students into our work force that are already Manitoba-trained.

Marketing and Promotions

The IEB continues to promote Manitoba as a provider of affordable and high-quality education services. The IEB has developed a comprehensive web-site to complement its paper-based promotional materials. The site not only targets international students, but also provides information on international education opportunities for domestic students, faculty, international education administrators and the public.

India, Germany, and the newer markets of Italy, Switzerland and Austria will continue to be main targets for market development. Several destinations including Brazil, Thailand, Korea, China and Japan are being examined for student recruitment. The IEB will continue researching the potential for emerging markets that are difficult for institutions to access on their own.

Cooperation on International Education

The IEB is working with Citizenship and Immigration Canada (CIC) to pilot the Electronic Notification System (ENS) that will facilitate the processing and verification of Off-Campus work Permits. ENS will be a secure, web-based system allowing provincial/territorial governments and educational institutions to exchange information with CIC in support of several immigration processes (study and work permits) and programs. Manitoba's post secondary institutions —University of Winnipeg and University of Manitoba— are participating in the pilot project which will begin implementation in the summer 2008.

The number of overseas schools that offer the Manitoba curriculum is increasing. There are now seven schools in five countries (three in China, one each in Japan, Thailand, Egypt, and Turkey). The school in Istanbul is the first to offer a Canadian curriculum in that country. Inquiries for future schools are being considered. These schools raise the Manitoba profile and prepare students to enter post-secondary institutions in the province.

Domestically, under the auspices of the Council of Ministers of Education, Canada, Manitoba is leading on discussions with provinces/territories and the federal government on coordinating pan-Canadian efforts to promote Canada as an international destination choice for education.

Capacity Building

IEB's efforts to build provincial capacity for international education initiatives continue. Several presentations and meetings have taken place with Manitoba educational representatives in an effort to provide information on how to enter the international education field. Work on expanding institutional capacity proceeds through professional development sessions designed to develop expertise in the field. The IEB also works closely with educational institutions to develop standardized documents such as an Orientation Handbook for International Students (K-12) and an Orientation Handbook for Post Secondary International Students and a Code of Practice for International Education providers. In addition to providing a common approach to various management practices, these documents can also be of assistance to educational institutions that are launching a new international education program.

The IEB's International Education Loan Fund (IELF) provides interest-free, matching fund loans of up to $50.0 to assist Manitoba's public educational institutions in international business development activities. The most recent loan in July 2007 is enabling a rural school division to implement a new international education program.

The IEB is currently working closely with school divisions in southwest Manitoba to establish a consortium of divisional resources, teachers and courses to support rural divisions in establishing a new international student program.

Our efforts to build international education capacity in Manitoba continues to bear fruit as more educational institutions become involved in international programming each year. Manitoba's education system continues to show steady year-over-year growth with increases in the numbers of international students.

Protocol Office

The Protocol Office coordinates government supported events and ceremonies and plays a key role in organizing all incoming diplomatic activities. In addition the office serves as a secretariat to the Order of Manitoba. Protocol also provides consulting and advisory service for Government departments and agencies and the general public on international protocol practices and orders of precedence.

Principal Activities in 2007/2008

In 2007/2008 the main activities of the Protocol Office were:

- Maintaining a strong organizational and planning role with respect to incoming diplomatic missions, and visits by heads of state and potential visits by the members of The Royal Family and the Governor General;
- Planning and conducting official ceremonies surrounding such events as the Order of Manitoba, the Order of the Buffalo Hunt, swearing-in of new Cabinet Ministers, military change of command, the opening of the Legislative Assembly, and Remembrance Day;
- Serving as Secretary for the Order of Manitoba,
- Playing a key role with regard to the structure and function of the Manitoba Consular Corps;
- Coordinating all provincial government responses to half-masting of flags and establishing books of condolence including on-line messages of sympathy.

Highlights in 2007/2008

- The Protocol Office supported an immigration focused mission to the Philippines and the Premier's mission in support of a joint Council of the Federation and a Council of the Australia Federation meeting – both in February 2008.

The Protocol Office also played a key organizational support role with respect to:

- Diplomatic visits to Manitoba by High Commissioners, Ambassadors and Consuls General representing th nations of Sweden, France, Japan, United States of America, Israel, India, Kenya, China, Jamaica, Cuba, Finland, Ukraine Switzerland, Germany, Romania, Vietnam, and Brazil; and

- The separate Manitoba visits by The President of Iceland and the Prime Minister of Iceland.

In 2007/08, the Protocol Office supported several special events such as:

- The Order of Manitoba;
- Several presentations for the Order of the Buffalo Hunt
- Installation and launch of the Order of Manitoba Memorial Wall.
- The World Women's Hockey Championships,
- 90th Anniversary of Vimy Ridge,
- Hermetic Code Book Launch,
- Speaker's Portrait unveiling,
- Human Rights Museum Fundraising initiatives (Toronto & Vancouver)
- Premiers' (Photo) Memorial Gallery
- The Yellow Ribbon campaign,
- Iceland Independence Day
- September 9-11 Remembrance Service (International Peace Garden)
- Climate Change Meeting (Churchill)
- Remembrance Day Service
- Naming of lakes for Manitoba's war Casualties
- Churchill Northern Studies Fundraising Event

10-5(a) Federal-Provincial and International Relations

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,410.8	17.00	1,475.7	(64.9)	
Total Other Expenditures	1,035.1		1,037.1	(2.0)	
Total Expenditures	**2,445.9**	**17.00**	**2,512.8**	**(66.9)**	

MANITOBA TRADE

Manitoba Trade and Investment supports Manitoba businesses to become export-capable and to diversify into domestic and international markets by delivering targeted programs and services. It also promotes investment opportunities to increase inward investment and employment. Activities supported include trade shows, incoming/outgoing business missions, and match-making events in addition to providing enhanced market intelligence and coordinating in-market support for Manitoba's business community.

In 2007, Manitoba's foreign merchandise exports totalled $11.6 billion, which represents a 13.8% increase over 2006 foreign exports and exceeded the 2007 Canadian export growth of 2.3%. While the United States continues to be Manitoba's largest export market, accounting for nearly 72% of merchandise exports, non-U.S. destined exports, in 2007 grew by 36.7% to 27.8% of the total 2007 foreign merchandise exports. Leading non-US destinations for Manitoba foreign merchandise exports were Taiwan, Belgium, United Kingdom, China and Hong Kong.

For the 5-year period, 2003-2007, Manitoba's exports to the rest of the world were up 26.1% compared to Canada's total merchandise exports which increased by 18.2% during the same period.

Principal Activities in 2007/2008

Manitoba Trade and Investment provides a variety of trade-related services, summarized in the following chart.

General Information	Skills Development	Export Counselling	Market Entry Support	In-market Assistance
Toll-free export information service	Export preparation	Export-readiness assessment	Market information and informational sessions	Market prospects
Website	Export skills training	Market readiness assessment	Trade fairs/shows	Key contacts search
General seminars	Preparation for U.S. market	Export plan development	Trade missions	Visit information
	Preparation for other markets	Export plan implementation	Partner identification	Direct contacts
			Market intelligence	Local company information
			Advocacy	Troubleshooting
			Reverse trade shows, incoming missions	Government and business liaison
			Trade show/ promotional material/website support (TAP)	

Highlights in 2007/08

Under the Exporter Development Initiative, Manitoba Trade and Investment continues to profile the importance of exporting in order to assist Manitoba companies to sustain and grow their businesses. With both, geographic and sector focus, Manitoba Trade and Investment is able to provide opportunity identification and country intelligence to companies identified as export interested/ready or active in export markets. In 2007/08, Manitoba Trade worked with over 164 companies who reported either first time exports or exports to new markets.

Manitoba Trade and Investment and its partners coordinate the delivery of trade services and programs to ensure that they are effectively targeted to the business communities in Winnipeg and rural Manitoba. Outreach activities outline

the importance of exporting and the path to follow to access the information/support needed to become export-ready or to diversify markets. In addition, companies with an interest and capability to consider exporting are identified and a process of company-specific consulting and export counselling initiated.

In 2007/08, 130 applications were approved for the Trade Assistance Program; 52 applications to attend recognized trade shows; 38 applications to develop new marketing material and 40 applications for the development of websites.

In collaboration with trade partners, Manitoba Trade supported two outreach missions for nearly 50 Manitoba companies to North Dakota and Minnesota. The objective was to provide export training and to identify export market opportunities. One was a multi-sector mission to Fargo, North Dakota while the second mission was an agri-business mission to Pembina, North Dakota and Minneapolis.

Agriculture Marketing

Agriculture and food are very important to Manitoba's economy, representing over $3 billion of Manitoba's total exports in 2007. Agriculture Marketing provides international marketing assistance to buyers and sellers of Manitoba's agriculture and food products. In addition to delivering comprehensive export market development services, Agriculture Marketing also advances and coordinates Manitoba's trade development interests through participation in federal-provincial agri-trade committees and organizations including Agri-Trade Team Manitoba, Federal-Provincial Market Development Council and others.

Several significant projects were undertaken through the year which included:

- April 2007 – Coordinated Manitoba's participation in the Midwest Horse Fair in Madison, Wisconsin with several Manitoba companies represented and further development of the equine markets in the US Midwest achieved;
- June 2007 – Participation in Alimentaria Mexico in Mexico City;
- October 2007 – Coordinated Manitoba's participation in the World Dairy Expo in Madison, Wisconsin;
- November 2007 – Business mission to Japan including five Manitoba companies participating in the Health Ingredients Japan trade show;
- February 2008 – Participation with eight Manitoba companies in one of the world's premier organic food shows, BioFach, in Nuremberg, Germany;
- Ongoing investment interest in Manitoba by several European companies which led to numerous incoming missions and an investment of $9 million in rural Manitoba;
- Organization and participation in numerous incoming missions relating to trade and/or investment in many sectors of the agriculture and food industry.

Asia

Manitoba exports to the Pacific Rim region totalled $1.8 billion in 2007, an increase of $500 million from the previous year. The largest increase of exports within the region was to China/Hong Kong at $310 million.

China/Hong Kong is Manitoba's second-largest export market. Exports to China/Hong Kong of $839 million in 2007 reflected an increase of 59%, compared to $529 million in 2006. The increase in exports resulted from larger exports in nickel, canola, barley, computers, scrap metal, and pork.

In 2007, Japan ranked as Manitoba's third-largest export destination. Exports totalled $438 million. This is an increase of 13% over 2006 exports totalling $386 million. Exports were dominated by agricultural/agri-food products (pork - $199 million, canola - $117 million, and wheat – $35 million) and unwrought nickel.

The ASEAN (Association of Southeast Asian Nations) markets constituted 11% of Manitoba's exports to the Pacific Rim region. Manitoba exports to ASEAN amounted to $202 million in 2007, an increase of 30% from 2006 exports of $156 million. Leading exports include wheat at $110 million and unwrought nickel at $70 million, up from 2006 exports of $65 million and $63 million, respectively.

Australia is Manitoba's 11th-largest export market with exports of $64 million. The bulk of Manitoba's exports to Australia were value-added goods, making it the largest value-added export market in the Pacific Rim, next to Japan, for Manitoba products.

In 2007/2008, Manitoba Trade and Investment was involved in the following activities:

- September 2007 – Ministerial business mission to Singapore, Hong Kong, China and the Philippines;
- October 2007 – Manitoba Trade and Investment and Manitoba Science, Technology, Energy & Mines partnered in a group trade show and mission to AusBiotech in Brisbane, Australia to promote Manitoba's life sciences sector;
- October 2007 – Participated in the East Meets West Seminar and table-top display in Vancouver targeting agri-food exporters to Asia;
- October 2007 – Participated in the Federation of Hong Kong Business Associations Worldwide Forum in Hong Kong;
- December 2007 – Participated in the World SME (Small-to-Medium Sized Enterprises) Expo Hong Kong;
- February 2008 – Coordinated incoming visit by Manitoba's foreign trade representative in China, who met and consulted with approximately 40 firms and organizations;
- March 2008 – Manitoba participated in NZBIO (New Zealand Biotech Industry Organization) Conference to promote Manitoba's life-sciences sector;
- Contributed to six incoming visits from government and business representatives from China, who met with Manitoba firms and the provincial government to initiate trade and investment opportunities.

Europe

Manitoba exports to Western Europe totalled $444 million in 2007, an increase of 32% from $335 million in 2006. In 2007, Manitoba's top seven export markets in Europe were Belgium, United Kingdom, Germany, France, Italy, Spain and Netherlands respectively. Within these top seven, total exports for Belgium and United Kingdom increased from $150 million to $232 million. The most significant increase in exports in 2007 were unwrought nickel from $55 million to $103 million, wheat and meslin from $25 million to $41 million and unrefined copper from $Nil to $32 million.

In 2007/2008, Manitoba Trade and Investment coordinated Manitoba companies' participation in a number of focused activities within Europe including:

- October 2007 – ANUGA International Food and Beverage Show in Cologne, Germany;
- November 2007 – Coordinated a visit by Manitoba's foreign trade representative in Europe, who met and consulted with 21 firms and associations;
- November 2007 – Agritechnica – Group exhibition at agriculture equipment and services show in Hanover, Germany;
- January 2008 – MIDEM – Manitoba Audio Recording Industry group event participation in trade show in Cannes, France.

Latin America and Emerging Markets

Latin America (excluding Mexico) represents a fast growing export market for Manitoba companies with our exports to the region increasing from $122 to $196 million. Stability in these markets along with Canada looking to negotiate Free Trade Agreements with several countries in this region, have sparked interest from Manitoba companies to explore trade opportunities.

Mexico – Mexico remained one of Manitoba's top trading partners with two-way trade totalling over $462 million in 2007, showing an increase of $65 million over last year's figures. Manitoba continued strengthening its longstanding relationship with the states of Jalisco and Nuevo Leon, Mexico. The largest increase was seen in the export of canola with a $17 million increase over the previous year.

Brazil – Brazil is considered one of the key emerging markets for global opportunities. Manitoba is re-establishing its relationship with the state of Rio Grande Do Sul to identify business partnership opportunities within a number of priority sectors.

India – Manitoba's exports to India increased to over $65 million in 2007 which represents an increase of nearly $47 million since 2005. India is one of the world's fastest growing economies and provides emerging opportunities in areas such as agri-food, biotechnology, aviation infrastructure and education.

South Africa – Manitoba's exports to South Africa increased almost threefold from $27 to $70 million.

Kazakhstan – This is an important emerging market for Manitoba's agricultural equipment manufacturers. Manitoba's exports grew from $29 million to nearly $53 million for 2007. This growth was primarily in the agricultural equipment sector.

Manitoba Trade and Investment participated and/or organized the following events in 2007/2008:

- June 2007 – coordinated a Minister Wowchuk-hosted dinner meeting with Shri (Honourable) Kantilal Bhuria and delegation;
- September 2007 – participated in AgriShow with four companies attending in Preto Negro, Brazil;
- September 2007 – re-established contact with the new government of our Sister State of Rio Grande Do Sul, Brazil and identified opportunities for future business partnerships;
- September 2007 – organized mining equipment manufacturers and service companies mission to visit with prospective client companies and tour mines in Udaipur, Hyderabad and Kolkata, India;
- November 2007 – organized participation with six Manitoba companies in the Big 5 Construction trade show in Dubai, UAE;
- November 2007 – coordinated a group event to YugAgro in Krasnodar, in Southern Russia;
- December 2007 – organized an agriculture business mission led by Minister Wowchuk to Delhi, Mumbai, Chandigarh and Pune, India;
- February 2008 – participated in the Alimentaria food and beverage trade show with three Manitoba companies in Mexico City, Mexico;
- February 2008 – coordinated Premier Doer's business mission to the Philippines with 20 Manitoba companies, organizations and institutions represented;
- March 2008 – Manitoba Trade organized a business mission of aviation companies to Airport & Airline 2008 Expo held in New Delhi, India;

- Hosted several incoming delegations from the Mexican states –Nayarit and Jalisco–, exploring business opportunities in food, beverage and agricultural equipment sectors;

- Assisted with several incoming buyers delegations from the Philippines to source products from Manitoba;

- Assisted with approximately six investment missions from India exploring a variety of options.

United States

The U.S. continued to be Manitoba's largest international export market. In addition, 81% of merchandise imports into Manitoba were from the U.S.

Priority sectors included food and beverage processing, life sciences, building products, original equipment manufacturers (OEM) and agricultural equipment, knowledge-based industries, apparel, and exportable services. Manitoba's 300+ OEM cluster involves whole goods, components, sub-assemblies, spare parts and precision services targeting the aerospace, agriculture, construction/off-highway, industrial, recreational vehicles and transportation industry sectors.

In 2007/2008, Manitoba Trade and Investment participated in 16 incoming and outgoing trade missions and group shows. Manitoba companies projected over $65 million of sales as a result. Specific events which Manitoba Trade and Investment organized in 2007/2008 for U.S. market included:

- April 2007 – Assessed the All Things Organic show in Chicago, Illinois for future Manitoba participation;

- April 2007 – Group Event in Music and Recording Industry event, Los Angeles, California;

- May 2007 – Participated in the NASCO Conference in Ft. Worth, Texas and met with Manitoba contacts in San Antonio, Houston, Texas;

- August 2007 – Met with Canadian Government officials in Seattle, Washington to discuss a future Manitoba Mission to the Pacific Northwest;

- September 2007 – Group Exhibit at the Husker Harvest Days, Grand Isle, Nebraska;

- September 2007 – Group Exhibit at the Natural Products East Show, Baltimore, Maryland;

- September 2007 – Outgoing Mission to Kansas City, Missouri;

- October 2007 – Coordinated and participated in a Border Busters (new exporters) Mission to Grand Forks, North Dakota with over 20 delegates participating;

- October 2007 – Assessed the Outsource World, New York City for future Manitoba participation;

- October 2007 – Participated in the North America Works III Conference in Kansas City, Missouri. The conference focused on entrepreneurial development along the International Mid-Continent Trade and Transportation Corridor;

- November 2007 – Assessed the Private Label Manufacturers Show (PLMA) in Chicago, Illinois for future Manitoba participation;

- November 2007 – Participated in the Industry Showcase, FEWA/FEMA/AIMRA, in New Orleans, Louisiana with 450 delegates attending the showcase;

- February 2008 – Coordinated and participated in a Border Buster Mission to Pembina, North Dakota and Minneapolis, Minnesota involving Manitoba food processing and beverage companies, with over 30 delegates participating;

- February 2008 – Group event in Game Developers Conference (GDC-2008) for video game developers, San Francisco, California;

- March 2008 – Group Exhibit at Con Expo-Con AGG, Las Vegas, Nevada;

- March, 2008 – Group Exhibit at the Natural Products West Show, Anaheim, California.

Canada-Manitoba Memorandum of Understanding (MOU) on International Business Development

Economic development is a cooperative effort, and Manitoba Trade and Investment encourages and facilitates cooperation with other provincial, federal and civic economic development agencies. The province and federal government are currently operating under the third 5-year term of the MOU for International Business Development which will support Manitoba companies and communities to take advantage of global commercial opportunities.

Foreign Trade Representatives

In 2007/08, Manitoba Trade and Investment retained two part-time foreign trade representatives in priority markets. The representatives, located in China and Europe, were responsible for identifying trade opportunities for Manitoba companies in their respective markets. In the past year, these representatives met with 63 companies in Manitoba and assisted them with consulting services, market reports, market scans, and project monitoring or other services in over 80 projects. The representatives assisted Manitoba companies with new and ongoing sales of $4.0 million and potential sales of an additional $6.2 million in their markets. Without this ongoing support from MTI's representatives, the companies would have incurred greater expenses and may never have achieved the successes they now have.

10-5(b) Manitoba Trade

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,406.7	19.00	1,406.8	(0.1)	
Total Other Expenditures	1,559.7		1,718.3	(158.6)	
Total Grants	145.8		170.0	(24.2)	
Less: Recoverable from Urban Development Initiatives	(1,000.0)		(1,000.0)	-	
Total Expenditures	**2,112.2**	**19.00**	**2,295.1**	**(182.9)**	

MANITOBA OFFICE IN OTTAWA

The overall objective of the Ottawa Office is to assist the Manitoba government and its agencies, Manitoba firms, communities, organizations and individuals in dealing with the federal authorities and in developing business. Critical activities in providing such assistance include the gathering and dissemination of information; representation of Manitoba's interests, and monitoring of federal actions and intentions on a range of issues including procurement.

Manitoba continues to be particularly susceptible to changes in federal transfers to the Provinces, which account for almost 35% of Manitoba's yearly revenues. Transfers to individuals add to the importance of the federal government to Manitoba. Public Works and Government Services Canada bought approximately $10 billion during 2007 in Canada, which represented 65% of total departmental purchases. The Department of National Defence's capital and acquisition spending is also significant each year. The federal government is the second largest employer in Manitoba after the provincial government. The presence of numerous other provincial/territorial offices in Ottawa demonstrates that we are not alone in the belief that representation in Ottawa is important in furthering provincial interests. In fact, the Manitoba Office, established in January, 1990, recently entered into a co-location agreement with the province of New Brunswick.

Principal Activities in 2007/2008

Information Gathering/Dissemination: The Office maintains regular contact with a network of Ottawa-based bureaucrats, lobbyists, political staff and business people in an effort to keep abreast of any developments emanating from Ottawa which effect or potentially effect, interests in Manitoba. Examples of results from this activity include provision of a Media Review, Federal/Provincial Balance Sheets, analysis of Estimates of key federal departments and monitoring legislation and reporting on hearings of parliamentary committees.

Representation/Lobbying: The Office acts as Manitoba's continuing representative in Ottawa and our presence is felt at all levels of the federal government. It provides logistical arrangements for Manitoba lobby efforts and trade missions. Manitoba Office staff also provide a useful and money saving function by attending, on behalf of Manitoba government departments, various federal/provincial meetings where the agenda or duration does not justify specialists travelling from Manitoba, but where Manitoba's continued involvement is considered necessary. During fiscal year 2007/08, the Office attended 18 such meetings. The Office also accompanies visiting Manitoba companies on calls to federal officials and provides office facilities where required to visiting Manitobans.

Procurement: While the procurement function involves some lobbying, the primary focus is on monitoring the progress and potential of specific purchases by the federal government. Activities include contact and liaison with federal officials, potential prime contractors, first tier subcontractors, Ottawa-based lobbyists, and most importantly, Manitoba industry. The capabilities of Manitoba suppliers are communicated to all parties involved in the procurement and the general direction for the contract is ascertained and communicated to relevant companies and appropriate Manitoba government officials. Specific complaints are also handled and in some cases resolved to the satisfaction of the Manitoba company. Even when not fully successful, such problems are less likely to re-occur after such consultation or intervention.

10-5(c) Manitoba Office in Ottawa

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	136.5	2.00	138.6	(2.1)	
Total Other Expenditures	47.1		69.7	(22.6)	1
Total Expenditures	**183.6**	**2.00**	**208.3**	**(24.7)**	

1. The Manitoba Office in Ottawa is co-located with the Province of New Brunswick, which is contributing $22.8 towards the jointly shared costs of the office. This recovery is reflected in the revenue.

AMORTIZATION AND OTHER COSTS RELATED TO CAPITAL ASSETS

Commencing in 1999/2000, it is the policy of the Province of Manitoba to record in the accounts of the Province, the tangible capital assets owned and used by the Province along with appropriate amortization costs. The Provincial Comptroller has established standard asset classes, along with capitalization thresholds and corresponding amortization rates. Consistent with this policy, this sub-appropriation records the costs associated with the amortization of the Department's share of the total estimated costs of the Desktop Management Initiative and Enterprise System Management allocated to the Department. In the case of Desktop, based on units acquired by the Department as a percentage of total units acquired by the Province and, in the case of Enterprise System Management, by projected departmental use. A small amount is also included for the amortization of other departmental assets.

10-6(a) Amortization and Other Costs Related to Capital Assets - Desktop Services

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Amortization of Expenses - Hardware & Transition	75.0		75.1	(0.1)	
Enterprise Software Licenses	137.5		137.5	-	
Total Expenditures	**212.5**		**212.6**	**(0.1)**	

10-6(b) Amortization and Other Costs Related to Capital Assets - Amortization Expense

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Amortization Expense	514.3		667.6	(153.3)	
Total Expenditures	**514.3**		**308.1**	**(153.3)**	

10-6(c) Amortization and Other Costs Related to Capital Assets - Interest Expense

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
Interest Expense	236.2		308.1	(71.9)	
Total Expenditures	**236.2**		**308.1**	**(71.9)**	

COMPETITIVENESS, TRAINING AND TRADE

Reconciliation Statement

EXPENDITURE DETAILS	
2007/08 MAIN ESTIMATES	109,195.7
Transfer of functions from: ▪ Enabling Appropriations	2,923.8
Transfer of functions to:	
2007/08 ESTIMATE	112,119.5

Competitiveness, Training and Trade
Expenditure Summary
For Fiscal Year Ended March 31, 2008 (with comparative figures for the previous year)

Estimate 2007/08 $		Appropriation	Actual 2007/08 $	Actual 2006/07 $	Increase (Decrease) $	Explanation Number
	10-1	**Administration and Finance**				
31.0		(a) Minister's Salary	15.6	30.3	(14.7)	*1*
		(b) Executive Support				
501.8		(1) Salaries and Employee Benefits	471.4	481.2	(9.8)	
80.5		(2) Other	77.0	94.6	(17.6)	
		(c) Financial and Administrative Services				
1,472.9		(1) Salaries and Employee Benefits	1,478.2	1,487.2	(9.0)	
323.6		(2) Other	297.5	294.3	3.2	
108.3		(3) Computer Services	31.8	53.5	(21.7)	*2*
(150.0)		(4) Less: Recoverable from other appropriations	(150.0)	(150.0)	-	
		(d) Policy, Planning and Coordination				
778.6		(1) Salaries and Employee Benefits	780.9	757.3	23.6	
221.1		(2) Other	199.3	174.5	24.8	
		(f) Manitoba Bureau of Statistics				
750.1		(1) Salaries and Employee Benefits	758.3	666.1	92.2	
205.3		(2) Other	204.5	204.8	(0.3)	
(60.0)		(3) Less: Recoverable from other appropriations	(101.3)	(57.6)	(43.7)	*3*
4,263.2		Total 10-1	4,063.2	4,036.2	27.0	
	10-2	**Business Services**				
		(a) Industry Development-Financial Services				
1,084.1		(1) Salaries and Employee Benefits	927.1	840.5	86.6	
359.5		(2) Other	467.0	419.5	47.5	
		(3) Industry Development-Program Delivery				
6,048.8		(a) Manitoba Industrial Opportunities Program	10,498.8	4,868.3	5,630.5	*4*
592.0		(b) Vision Capital	577.3	595.3	(18.0)	
1,173.0		(c) Manitoba Business Development Fund	817.7	1,100.6	(282.9)	*5*
2,482.4		(d) Third Party Managed Capital Funds	1,154.6	969.6	185.0	
(3,328.3)		(e) Less: Interest Recovery	(3,213.2)	(3,024.4)	(188.8)	

Estimate 2007/08 $		Appropriation	Actual 2007/08 $	Actual 2006/07 $	Increase (Decrease) $	Explanation *Number*
		(b) Industry Consulting and Marketing Support				
829.9		(1) Salaries and Employee Benefits	747.7	646.7	101.0	
530.5		(2) Other	524.5	500.1	24.4	
		(c) Small Business Development				
1,078.7		(1) Salaries and Employee Benefits	1,076.5	1,006.0	70.5	
647.4		(2) Other	727.7	617.4	110.3	
60.0		(3) Grants	60.0	60.0	-	
		(d) Business Immigration and Investment				
492.0		(1) Salaries and Employee Benefits	506.6	193.9	312.7	*6*
482.3		(2) Other	399.5	1,218.3	(818.8)	*7*
3,744.4		(e) Economic Partnership Agreement	2,941.4	3,155.5	(214.1)	
16,276.7		Total 10-2	18,213.2	13,167.3	5,045.9	
	10-3	**Training and Continuing Education**				
		(a) Division Administration				
320.6		(1) Salaries and Employee Benefits	360.3	344.3	16.0	
293.8		(2) Other	305.7	307.5	(1.8)	
		(b) Hydro Northern Training Initiative				
216.0		(1) Salaries and Employee Benefits	353.1	308.3	44.8	
52.2		(2) Other	65.6	72.9	(7.3)	
1,125.0		(3) Training Support	412.1	700.0	(287.9)	*8*
-		(4) Less: Recoverable from Aboriginal and Northern Affairs	-	(125.0)	125.0	*9*
		(c) Industry Training Partnerships				
542.6		(1) Salaries and Employee Benefits	570.0	499.0	71.0	
107.1		(2) Other	178.5	166.0	12.5	
1,045.0		(3) Training Support	1,045.1	1,095.8	(50.7)	
		(d) Apprenticeship				
3,108.1		(1) Salaries and Employee Benefits	3,100.9	3,215.2	(114.3)	
2,054.5		(2) Other	2,011.9	1,465.1	546.8	*10*
2,631.7		(3) Training Support	3,037.3	1,680.3	1,357.0	*11*
		(e) Employment and Training Services				
5,554.2		(1) Salaries and Employee Benefits	4,518.2	4,715.3	(197.1)	
2,854.2		(2) Other	1,947.7	1,982.7	(35.0)	
8,090.2		(3) Training Support	7,574.8	6,362.8	1,212.0	*12*
(300.0)		(4) Less: Recoverable from Family Services and Housing	(107.5)	(117.5)	10.0	

Estimate 2007/08 $		Appropriation	Actual 2007/08 $	Actual 2006/07 $	Increase (Decrease) $	Explanation *Number*
		(f) Canada-Manitoba Labour Market Development Agreement				
6,527.7		(1) Salaries and Employee Benefits	6,467.1	6,232.6	234.5	
979.0		(2) Other	1,124.4	1,032.4	92.0	
46,666.0		(3) Training Support	46,355.5	45,932.6	422.9	
1,600.0		(g) Industry and Labour Force Invesment Fund	1,597.3	-	1,597.3	
83,467.9		Total 10-3	80,918.0	75,870.3	5,047.7	
	10-4	**Community and Economic Development**				
		(a) Community and Economic Development Committee Secretariat				
1,138.8		(1) Salaries and Employee Benefits	1,168.8	1,155.9	12.9	
354.1		(2) Other	322.4	335.1	(12.7)	
		(b) Premier's Economic Advisory Council				
171.5		(1) Salaries and Employee Benefits	171.5	187.9	(16.4)	
242.8		(2) Other	134.0	194.6	(60.6)	
1,907.2		Total 10-4	1,796.7	1,873.5	(76.8)	
	10-5	**Trade and Federal-Provincial and International Relations**				
		(a) Federal-Provincial and International Relations				
1,475.7		(1) Salaries and Employee Benefits	1,410.8	1,272.8	138.0	
1,037.1		(2) Other	1,035.1	979.6	55.5	
		(b) Manitoba Trade				
1,406.8		(1) Salaries and Employee Benefits	1,406.7	1,424.1	(17.4)	
1,718.3		(2) Other	1,559.7	1,575.8	(16.1)	
170.0		(3) Grants	145.8	133.4	12.4	
(1,000.0)		(4) Less: Recoverable from Urban Development Initiatives	(1,000.0)	(1,000.0)	-	
		(c) Manitoba Office in Ottawa				
138.6		(1) Salaries and Employee Benefits	136.5	133.0	3.5	
69.7		(2) Other	47.1	43.4	3.7	
5,016.2		Total 10-5	4,741.7	4,562.1	179.6	

Estimate 2007/08 $		Appropriation	Actual 2007/08 $	Actual 2006/07 $	Increase (Decrease) $	Explanation *Number*
	10-6	**Amortization and Other Costs Related to Capital Assets**				
	(a)	Desktop Services				
75.1		(1) Amortization Expense-Hardware and Transition	75.0	77.0	(2.0)	
137.5		(2) Enterprise Software Licenses	137.5	137.4	0.1	
667.6	(b)	Amortization Expense	514.3	515.7	(1.4)	
308.1	(c)	Interest Expense	236.2	189.1	47.1	
1,188.3		Total 10-6	963.0	919.2	43.8	
112,119.5		**TOTAL COMPETITIVENESS, TRAINING AND TRADE**	110,695.8	100,428.6	10,267.2	

Explanations:

1 *Variance due to sharing the Minister with Science, Technology, Energy and Mines in FY2007/08.*

2 *Variance relates to recovery of ESRI software maintenance agreement costs from other departments in 2007/08.*

3 *Variance due to large projects completed for clients.*

4 *Variance due to increased loan activities and allowances.*

5 *Variance is mainly due to timing of grant claims.*

6 *Variance is due to conversion of contract staff to full time equivalent positions.*

7 *Variance due to conversion of contract staff to full time equivalent positions and a general reduction in project costs.*

8 *Variance is due to partial recovery of Wuskwatim and Keeyask Training Consortium Inc. training support payment from Employment Manitoba in FY2007/08*

9 *FY 2006/07 was the last year of the recovery from the Department of Aboriginal and Northern Affairs.*

10 *Variance due to general increase in activity in the Apprenticeship Branch.*

11 *Variance due to increase in apprenticeship training activity.*

12 *Variance due to contribution to Wuskwatim and Keeyask Training Consortium Inc. training support payment and expansion in the Canadian Agricultural Skill Service.*

Competitiveness, Training and Trade
Revenue Summary by Source
For Fiscal Year Ended March 31, 2008 (with comparative figures for the previous year)

Actual 2006/07 $	Actual 2007/08 $	Increase (Decrease) $	Source	Actual 2007/08 $	Estimate 2007/08 $	Variance $	Expl. Number
			Current Operating Programs:				
			Government of Canada				
2,308.0	2,831.8	523.8	Canadian Agricultural Skills Science	2,831.8	2,595.7	236.1	*1*
53,124.0	52,744.3	(379.7)	Labour Market Development	52,744.3	52,744.3	-	
-	21,642.0	21,642.0	Labour Market Program Agreement	21,642.0	21,600.0	42.0	*2*
55.0	-	(55.0)	Older Workers Pilot Projects	-	-	-	*3*
55,487.0	77,218.1	21,731.1	Sub-Total	77,218.1	76,940.0	278.1	
			Other Revenue				
21.0	21.8	0.8	Cost Recovery from New Brunswick	21.8	22.8	(1.0)	
391.0	408.4	17.4	Fees	408.4	342.5	65.9	
1,181.0	3,807.1	2,626.1	Sundry	3,807.1	5,043.5	(1,236.4)	*4*
1,593.0	4,237.3	2,644.3	Sub-Total	4,237.3	5,408.8	(1,171.5)	
57,080.0	81,455.4	24,375.4	TOTAL REVENUE	81,455.4	82,348.8	(893.4)	

Explanations:

Comparison to Previous Year:

1 *In 2006/07 there were delays in receiving the CASS revenue from the Governement of Canada.*

2 *Agreement was not in place in 2006/07.*

3 *Agreement expired March 31, 2007.*

4 *Increase to Manitoba Opportunities Fund (MOF) and Provincial Nominee Program - Business (PNP-B) Revenue related to more immigration projects occurring during FY 2007/08*

Comparison to Estimate:

4 *Variance due to delay in signing Job Referral Service (JRS) agreement with Manitoba Hydro.*

FIVE YEAR HISTORY
Competitiveness, Training and Trade
Five-Year Expenditure and Staffing Summary by Appropriation ($000s)
For Five Years Ended March 31, 2008

	Actual/*Adjusted Expenditures									
	2003-2004		2004-2005		2005-2006		2006-2007		2007-2008	
Appropriation	FTE	$	FTE	$	FTE	$	FTE	$	FTE	$
Administration and Finance	50.00	3,996.7	47.00	3,795.7	47.00	3,893.2	47.00	4,036.2	47.00	4,063.2
Business Services	58.50	13,883.9	56.50	15,153.8	55.50	17,742.5	55.50	13,167.3	57.50	18,213.2
Training and Continuing Education	261.00	74,970.4	257.50	72,192.8	258.80	71,978.0	263.80	75,870.3	269.80	80,918.0
Community and Economic Development	13.00	1,517.0	13.00	1,655.8	15.00	1,770.7	14.00	1,873.5	14.00	1,796.7
Trade and Federal-Provincial and Internnational Relations	41.60	3,474.1	42.60	3,686.4	43.30	4,557.6	43.60	4,562.1	43.00	4,741.7
Amortization of Capital Assets		894.2		877.0		708.4		919.2		963.0
TOTAL OPERATING	424.10	98,736.3	416.60	97,361.5	419.60	100,650.4	423.90	100,428.6	431.30	110,695.8
Expenditures Related to Capital						84.2		309.6		1,847.7
TOTAL	424.10	98,736.3	416.60	97,361.5	419.60	100,734.6	423.90	100,738.2	431.30	112,543.5

* - Adjusted figures reflect historical data on a comparable basis in those appropriations affected by reorganizations during the five years

COMPETITIVENESS, TRAINING & TRADE

Performance Measures

The following section provides information on key performance measures for the department for the 2007-08 reporting year. This is the third year in which all Government of Manitoba departments have included a Performance Measurement section, in a standardized format, in their Annual Reports.

Performance indicators in departmental Annual Reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities, and their impact on the province and its citizens.

For more information on performance reporting and the Manitoba government, visit www.manitoba.ca/performance

Your comments on performance measures are valuable to us. You can send comments or questions to mbperformance@gov.mb.ca

Business Development Indicators

What is being measured and how? (A)	***Why is it important to measure this? (B)***	***Where are we starting from? (baseline measurement)***	***What is the most recent available value for this indicator? (C)***	***What is the trend over time for this indicator? (D)***	***Comments/ recent actions/report links (E)***
1. *Venture Capital Available to Manitoba – by measuring Venture Capital investments in Manitoba* The aggregate amount of outstanding committed capital available to Venture Capital Partnerships is the measure and this information is collected by the department for those partnerships in which the Province of Manitoba is a stakeholder. A Venture Capital Partnership is a pool of capital where the capital will be invested in small	Access to venture capital in Manitoba is directly related to the competitiveness of Manitoba in attracting, developing and maintaining businesses in Manitoba. The availability of venture capital impacts job creation and growth and the attraction of professional and knowledge based workers to Manitoba. Supply of venture capital is linked to the improvement of performance of small and medium businesses. Adequate supply of	Further development of this indicator is under way.	In 2007/08 there was $17.1 million outstanding committed capital available to Venture Capital Partnerships* In 2006/07 - there was $21.4 million outstanding committed capital available to Venture Capital Partnerships* *The 2007 and 2008 figures do not include the Province's commitment to Canterbury Park Limited Capital Fund.	From 1996/97 to 2007/08, the six limited partners have invested approximately $124.7 million into 74 business entities. The amount of outstanding committed capital is dependent upon a number of factors including: i. The creation of new Venture Capital Partnerships; ii. The amount of capital invested in any one year; iii. The number of managers of Venture Capital Partnerships.	This measurement is limited to publicly available information; it does not track privately orchestrated venture capital financing which makes up a significant segment of this market.

What is being measured and how? (A)	***Why is it important to measure this? (B)***	***Where are we starting from? (baseline measurement)***	***What is the most recent available value for this indicator? (C)***	***What is the trend over time for this indicator? (D)***	***Comments/ recent actions/report links (E)***
and medium sized businesses. The Province has established a third-party program, which in turn, co-invests with the private sector in these Venture Capital Partnerships.	venture capital is a major contributor to economic growth and job creation in Manitoba. Access to venture capital is featured as a priority in Manitoba's Action Strategy for Economic Growth, Raising and Retaining Investment.				
2.Capital Investment (Funded), by measuring new dollars invested in the Manitoba Industrial Opportunities Program, and total investment funding to entrepreneurs provided through the Business Start Program Under the Manitoba Industrial Opportunities Program (MIOP), the government provides term loans to assist businesses to expand in Manitoba. The loans are reserved for opportunities that create significant strategic economic benefit.	Access to capital promotes the retention and expansion of industry in Manitoba, strengthening the Manitoba economy. MIOP provides financing to industry that may not be available through traditional financial institutions. MIOP emphasizes job maintenance and creation as well as increasing technologically valuable industries in Manitoba. Investment in capital is featured as a priority in Manitoba's Action Strategy for Economic Growth, Raising and Retaining Investment.	These are highly variable indicators.	Indicators include: - New MIOP dollars invested in the 2007/08 fiscal year was $11.5 million. - Capital investment generated by MIOP projects which includes dollars invested in capital assets, commercialization, and product development. In 2007/08 $45 million was invested in project capital.	The MIOP Program financing has leveraged $1.02 billion worth of private sector investment since its inception in 1988.	These trends are cyclical and can vary dramatically from year to year. They are dependent on the nature of the applications in any given year and economic cycles.

What is being measured and how? (A)	***Why is it important to measure this? (B)***	***Where are we starting from? (baseline measurement)***	***What is the most recent available value for this indicator? (C)***	***What is the trend over time for this indicator? (D)***	***Comments/ recent actions/report links (E)***
Under the Business Start Program, the measure is the total investment provided to entrepreneurs starting a new business. This includes both the value of the loan provided and any additional equity leveraged.	The Branch's target client groups are the 77,000 small businesses in Manitoba that make up over 97% of all businesses in Manitoba. Support to this key segment of the economy is critical to investment and job growth.		Business Start Program investment for 2007/08 was $1,798,494 Business Start Program investment for 2006/07 was $974,486		
3. *Jobs Created & Retained* Under the Manitoba Industrial Opportunities Program, the government provides term loans to assist businesses to expand in Manitoba. The loans are reserved for opportunities that create significant strategic economic benefit. Under the Business Start Program, jobs are created through self-employment and subsidiary job creation by new entrepreneurs.	The creation and retention of jobs is important to the Manitoba economy and vital to attracting and maintaining Manitoba citizens.	This is a highly variable indicator.	Approximately 200 jobs were leveraged by the MIOP Program in 2007/08. Under the Business Start Program, 159 jobs were created in 2007/08 (103 full-time plus 56 part-time) Under the Business Start Program, 84 jobs were created in 2006/07 (41 full-time plus 43 part-time)	Since the program's inception in 1988, the MIOP Program has levered approximately 14,603 jobs.	The year to year trends are cyclical and can vary dramatically from year to year.

Training Indicators

What is being measured and how?	*Why is it important to measure this?*	*Where are we starting from? (baseline measurement)*	*What is the most recent available value for this indicator?*	*What is the trend over time for this indicator?*	*Comments/ recent actions/report links*
4. Our contribution to meeting the evolving skills requirements of the labour market is measured by employment outcomes and participation in key training initiatives to meet labour market demand.	Skills training programs/activities are key elements in response to the increasing demand for skilled workers and continued growth of the economy. Some of the programs/activities are formal, while others are non-formal (e.g. workplace training).	Participation in key training initiatives - 1999/00 - 3,704 active apprentices as at April 1, 1999 1999/00 – 1,296 new apprenticeship applications registered	Participation in key training initiatives - 2007/08 - 6,389 active apprentices 2007/08 - 1,763 new apprenticeship applications registered	Increase. ▪ The number of active apprentices increased at the end of fiscal year 2007/08 by 72.4% since the beginning of the 1999/00 fiscal year ▪ Increase from 2006/07 with a total of 5,850 active apprentices in the 2006/07 fiscal year. Increase. ▪ The number of new apprenticeship applications registered increased by 36.03% between 1999/00 to 2007/08 fiscal years ▪ Decrease from 2006/07 with a total of 1,962 new apprenticeship applications registered in 2006/07 fiscal year.	The Apprenticeship program coordinates the training system that delivers workplace-based skills and technical training to apprentices, leading to journeyperson certification in skilled trades. Aboriginal apprentices now constitute 20.5% of all active apprentices in Manitoba.

What is being measured and how?	*Why is it important to measure this?*	*Where are we starting from? (baseline measurement)*	*What is the most recent available value for this indicator?*	*What is the trend over time for this indicator?*	*Comments/ recent actions/report links*
		1999/00 Journeyperson Certification: Apprenticeship 476 Trades Qualification 125 Total 601	2007/08 Journeyperson Certification Apprenticeship 809 Trades Qualification 168 Total: 977	Increase. • The number of Journeypersons certified increased by 62.5% between 1999/00 and 2007/08. Slight decrease in Journeyperson Certification from 1,006 in 2006/07.	
		1999/00 Industry Training Partnerships 7,310 participants	2007/08 Industry Training Partnerships 12,800 participants[1]	Increase from 2006/07 Industry Training Partnerships: 12,021 participants in 2006/07	The numbers of workplace training participants have increased 75% from 1999/2000.
5. Our contribution to meeting the evolving skills requirements of the labour market is measured by the number of individuals receiving employment services and the number of job orders posted on the Job Bank, which brings job seekers and employers together	Skills training programs/activities are key elements in response to the increasing demand for skilled workers and continued growth of the economy. Some of the programs/activities are formal, while others are non-formal (e.g. workplace training).	2001/02 Employment Manitoba - Skills Development Program [2] Individuals supported: 3,733 participants.	2007/08 Employment Manitoba - Skills Development Program Individuals supported: 3,747 participants.	Stable 3,792 participants in 2006/07	Employment Manitoba Skills Development program provides financial and other supports to individuals (Employment Insurance and Employment and Income Assistance recipients) to participate in existing education and training opportunities at universities, colleges, private vocational institutions and other education/training providers.

[1] Includes sectoral training initiatives, province-wide special courses and workplace essential skills training programs.

[2] Number of individuals beginning a skills development service (LMDA or ETS appropriation) with Employment Manitoba (excluding apprentices) between April 1, 2007 and March 31, 2008 as at June 13, 2008. This includes participants beginning the second year of a two year program.

What is being measured and how?	*Why is it important to measure this?*	*Where are we starting from? (baseline measurement)*	*What is the most recent available value for this indicator?*	*What is the trend over time for this indicator?*	*Comments/ recent actions/report links*
		Between April 1, 2001 and March 31, 2002, 74 individuals participated in training activities through the Hydro Northern Training and Employment Initiative.	Between April 1, 2001 and December 31, 2007, 1,600 individuals participated in training activities through the Hydro Northern Training and Employment Initiative.	Increase Between April 1, 2001 and December 31, 2006, 1,278 individuals participated in training activities through the Hydro Northern Training and Employment Initiative.	The Hydro Northern Training and Employment Initiative (HNTEI) is a multi-year, training and employment strategy to enable northern Aboriginal residents to prepare for jobs on the proposed northern hydroelectric projects.
6. Our capacity to meet the employment needs to individuals and employers by measuring number of clients served in programs that bring job seekers and employers together. Employment services for individuals include employment needs assessment, employment/career counseling, access to labour market and other information, job search assistance, access to computers, and other employment services.	Assisting unemployed individuals to prepare for, find and keep employment is important for the economy, for the well-being of individuals and for the communities they reside in. Many people make the transition from unemployment to employment without assistance. Use of employment services is a measure of how governments are helping those that do need assistance.	2001/02 Employment Manitoba - Employment Services for Individuals[3] Total Clients Served: 36,333 2001/02 Job Bank Total number of job orders posted: 18,105	2007/08 Employment Manitoba - Employment Services for Individuals Total Clients Served: 28,316 2007/08 Job Bank Total number of job orders posted: 40,602	Year to year stable (28,485 total clients served in 2006/07) Long term trend - decrease Increase 37,785 job orders posted in 2006/07	As part of the Labour Market Development Agreement, the Department delivers the National Employment Services. The Job Bank, through which current job vacancies are posed on the Internet, is one of these services.

[3]All Employment Manitoba clients receive employment counseling and may receive other employment services. Number of individuals beginning an employment service with Employment Manitoba between April 1, 2007 and March 31, 2008, at as June 13, 2008. This includes participants beginning the second year of a two year program.

Trade Indicators

What is being measured and using what indicator? (A)	Why is it important to measure this? (B)	Where are we starting from (baseline measurement)? (C)	What is the 2006/2007 result (current year) or most recent available data? (D)	What is the trend over time? (E)	Comments/Recent Actions/ Report Links (F)
7. We are measuring export-readiness of Manitoba companies, by reviewing the annual number of new exporters and the experienced exporters who have diversified (i.e. those who have successfully begun to export to markets that are new to the company) their export markets.	One key determinant to remain competitive in a global economy is to support the ability of companies in Manitoba, to understand and meet the needs of new customer segments and to effectively plan, sell and deliver to those customers.	125 new companies previous fiscal year. These companies may continue to be clients or have reached their level of export capability.	In the current year, over 164 companies reported either first-time exports or exports to new markets.	Trends indicate there has been gradual increase overtime. As well as, increasing the level of recognition by Manitoba companies on the export opportunities and importance of exporting.	Manitoba Trades' 2007/2008 company database lists 1,995 companies who are active and/or interested in exporting out of a total listing of 6,424 companies. The database also catalogues associations, towns, cities and media.
8. We are measuring the international student population in Manitoba.	There are significant economic benefits from international students such as additional revenue for Universities, benefits to Manitoba's economy and establishes the establishment of long-term interests in Canada.	4,179 as measured in 2003/2004.	The most recent complete set of data available is from 2006//07, in which there were 6378 international students studying in Manitoba resulting in financial revenue modestly estimated to be at least $63 million annually.	The trend indicates a continuing increase in the international student population and concomitant revenue.	Reports on International Students appear at: http://www.gov.mb.ca/ie/public/intl_branch/publications.html

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and strengthens protection from reprisal. The Act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the Act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or, knowingly directing or counseling a person to commit a wrongdoing. The Act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the Act, and with a reasonable belief that wrongdoing has been or is about to be committed is considered to be a disclosure under the Act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in a department's annual report in accordance with Section 18 of the Act.

The following is a summary of disclosures received by Manitoba Competivness Training and Trade for fiscal year 2007 – 2008:

Information Required Annually **(per Section 18 of The Act)**	**Fiscal Year 2007 – 2008**
The number of disclosures received, and the number acted on and not acted on. *Subsection 18(2)(a)*	**NIL**
The number of investigations commenced as a result of a disclosure. *Subsection 18(2)(b)*	**NIL**
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. *Subsection 18(2)(c)*	**NIL**

PART B - CAPITAL INVESTMENT

Capital Investment is provided in the Estimates of Expenditures under Part B. For the year ended March 31, 2008, the department's capital authority provided for development of a system to support business processes, communications and training, and reporting functionality related to the delivery of a Job Referral Service for Manitoba Hydro.

Part B - Capital Investment

Expenditures by Sub-Appropriation	Actual 2007/08 $	Estimate 2007/08 FTE	Estimate 2007/08 $	Variance Over (Under)	Expl. No.
B.2(a) Job Referral System	1,847.7		2,344.7	(497.0)	*1*
Total Capital	**1,847.7**		**2,344.7**	**(497.0)**	

1. One month delay in project.

APPENDIX A

ASSOCIATED AGENCIES, BOARDS, COMMISSIONS and COUNCILS

THE MANITOBA DESIGN INSTITUTE

The Manitoba Design Institute was established by an Act of the Legislative Assembly in 1963. The Institute had no operating budget or staff in 2007/08.

THE MANITOBA DEVELOPMENT CORPORATION

The Manitoba Development Corporation (MDC) provides loans and loan guarantees under Part 2, The Development Corporation Act. MDC tables its annual financial statements under separate cover with the Manitoba Legislature.

THE MANITOBA TRADE AND INVESTMENT CORPORATION

The Manitoba Trade and Investment Corporation (MTIC) is a provincial agency of Manitoba Competitiveness, Training and Trade. As an administrative mechanism, the Corporation supports the economic priority of building the Manitoba economy through increased exports and industry investment. The Corporation facilitates cost-sharing partnerships for specific projects and provides administrative support for missions by collecting revenues and paying related expenditures. The Corporation tables an annual report under separate cover with the Manitoba legislature.

APPENDIX B

FINANCIAL INFORMATION

Competitiveness, Training and Trade
Summary of Business Assistance
2007-2008 Fiscal Year

FEASIBILITY STUDIES/PROJECTS	41,101.94
NEW BUSINESS ASSISTANCE - TECHNOLOGY COMMERCIALIZATION	347,587.03
GRANT ASSISTANCE – SMALL BUSINESS DEVELOPMENT	60,000.00
GRANT ASSISTANCE – MANITOBA TRADE	145,843.73
SPECIAL ASSISTANCE	93,604.84
	$ 688,137.54

APPENDIX C

FINANCIAL INFORMATION

Competitiveness, Training and Trade
Listing of Business Assistance
2007-2008 Fiscal Year

FEASIBILITY PROJECTS/STUDIES	
Kudo Foods Ltd.	14,000.00
McEcker Food Productions	5,967.50
Northern Heat Pump	12,134.44
Windburn Dr Jay	9,000.00
	$ 41,101.94
NEW BUSINESS ASSISTANCE - TECHNOLOGY COMMERCIALIZATION	
Alternative Heating Sytems Inc.	15,249.11
Cummins Western Canada	50,000.00
Emerge Knowledge Design Inc.	35,000.00
Fermion Inc.	50,000.00
Modevation Enterprises Inc.	3,916.37
North Air Tech	11,927.90
PT Dial Corp	50,000.00
R A Oades Agencies Ltd.	12,262.75
Sun Prime Extracts Inc.	50,000.00
Tri Form Poly Inc.	14,230.37
Vision Aid Inc.	34,500.53
White Magic Robotics Inc.	47,500.00
	$ 347,587.03
SMALL BUSINESS DEVELOPMENT	
Bizcoach Manitoba Inc.	30,000.00
Manitoba Marketing Network Inc	30,000.00
	$ 60,000.00
SPECIAL ASSISTANCE	
Canadian Manufacturers & Exporters	19,333.00
First Nations Forestry Limited	9,540.03
Gossan Resources Ltd.	14,000.00
Information and Communication Technologies Association	12,500.00
Manitoba Customer Contact Association Inc.	2,000.00
On Course System Ltd.	1,075.00
Uniquely Manitoba	15,000.00
University of Manitoba	10,281.81
Vidar Machine Inc.	9,875.00
	$ 93,604.84

MANITOBA TRADE

Amazing Elements Inc.	2,500.00
Atom – Jet Industries Ltd.	410.00
Avriel International	2,500.00
Balanced Records Inc.	600.00
Bee Maid Honey Ltd.	2,000.00
Best Cooking Pulses Inc.	4,000.00
Bio Chambers Inc.	2,500.00
Brandon Flying Club	400.00
Canadian Propeller Ltd.	775.00
Candyware	2,915.00
Channel Systems	2,139.00
CM Classen Farm	500.00
Cool Curling	2,300.00
Crown Spas & Pools	2,500.00
Crystal Spring Hog Equipment	2,000.00
D D Leobard Winery	2,500.00
Decker Manufacturing	4,270.00
Design Expressions	1,525.00
Eco – Farms Ltd.	2,000.00
Emerge Knowledge Design Inc.	2,500.00
E – Z Cut Inc.	2,000.00
Farm Genesis Group	4,000.00
Fresh Hemp Foods Ltd.	4,000.00
G P & S Distributors	2,000.00
Garry Enns Associates	975.00
Golden Meadow International Inc.	775.00
GWN Software Solutions Inc.	500.00
H2O Massage Systems	2,000.00
Hanover Beverages Canada	3,345.00
Hanover Door Systems (1996) Inc.	2,000.00
Heartland International English	2,000.00
Herd North America Inc.	2,000.00
Hockey Goalie Band	248.50
Hutj	2,000.00
Impressive Impressions Inc.	1,545.00
In the Closet Productions	1,100.00
Interlake Cattlemen's Co-Op	247.50
K9 Pro Wear	4,000.00
Kate and Birdie Paper Company	2,000.00
Lavish Lamb	2,500.00
Lilyfield Cakes.Com	1,700.00
Manrex Ltd.	2,000.00
Melet Plastics Inc.	500.00
Minnewashta Valley Organics Canada	500.00
Modevation Enterprises Inc.	2,377.82
My Care Necessities	1,112.58
Nature's Farm	1,850.00
Nordevco Associates Ltd.	4,000.00
North Air Tech	500.00
North Star Human Resources Inc.	2,500.00

Northscaping Inc.	2,485.00
Oakstream Music Prodcutions	500.00
Painted Pasture Ranch	538.00
Paper Birch Publishing	160.00
Peapod Creations	1,500.00
Pipestar Interational Inc.	2,000.00
Prairie Habitats Inc.	700.00
Precision Homes	500.00
Presence Enterprises Inc.	2,420.40
Professional Grinding	2,000.00
PT Dial Corp	3,012.50
Red River Press Inc.	4,328.00
Rock Candy Creations	2,000.00
Score Advertising Inc.	2,700.00
Setcan Corp	2,000.00
Shape Foods Inc.	2,000.00
Shocknife Inc.	2,500.00
SMT Research Ltd.	2,000.00
Solar Solutions Inc.	2,000.00
Solara Remote Date Delivery Inc.	1,100.00
Soul Creations	296.80
Southern Comfort Mechancial Inc.	2,500.00
Stanely Events	810.00
Sunshine Records Ltd.	1,137.40
Terracor Business Solutions	1,317.73
TNT Harness & Tack	1,620.00
Totally Organic Beverages Inc.	2,732.50
Willowbrook Equine Wellness Centre	1,600.00
Woodridge Framing Gallery	275.00
	$ 145,843.73